

FM 101-5

Reference

S/S July 72
FM 101-5

Ch. 1, 2, 3, 4,
DEPARTMENT OF THE ARMY FIELD MANUAL

Reference

STAFF OFFICERS

FIELD MANUAL

STAFF ORGANIZATION AND PROCEDURE



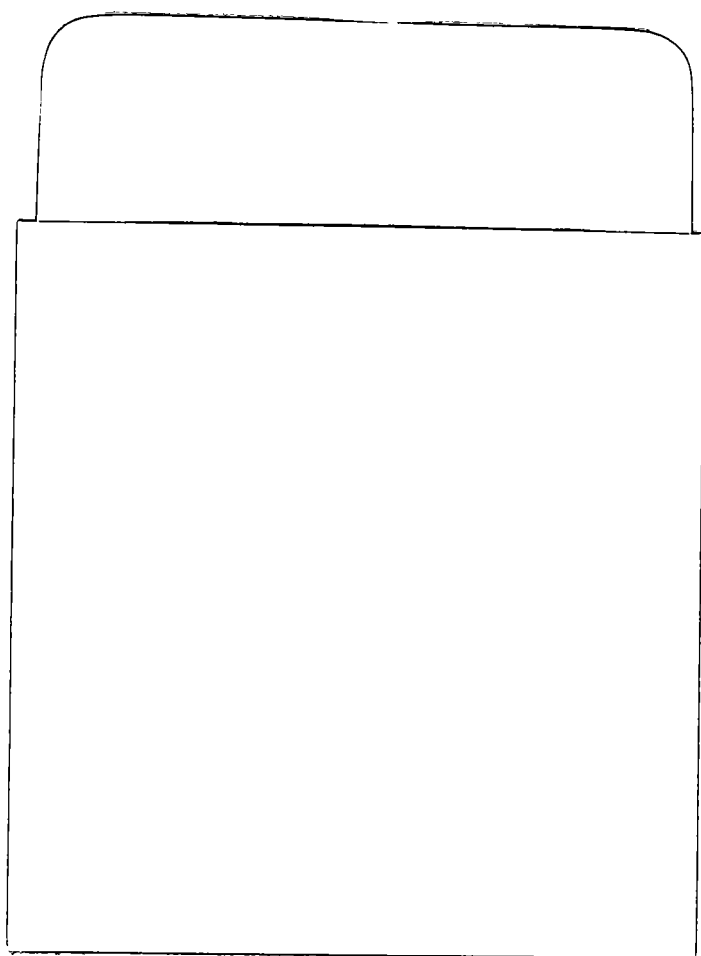
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CHANGE }
No. 4 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 18 September 1970

**STAFF OFFICERS' FIELD MANUAL
STAFF ORGANIZATION AND PROCEDURE**

FM 101-5, 14 June 1968, is changed as follows:

1. Remove old pages and insert new pages as indicated below:

Remove pages—

H-1 and H-2 ✓
H-111 and H-112 ✓

Insert pages—

H-1 and H-2 ✓
H-111 through H-112.3 ✓

2. A star indicates new or changed material.
3. File this change sheet in front of the manual for reference purposes.

By Order of the Secretary of the Army:

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Major General, United States Army,
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General, United States Army,
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STAFF OFFICERS' FIELD MANUAL STAFF ORGANIZATION AND PROCEDURE

FM 101-5, 14 June 1968, is changed as follows:

1. Remove old pages and insert new pages as indicated below.

Remove pages	Insert pages
C-89 and C-90	C-89 through C-102

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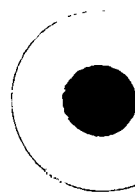
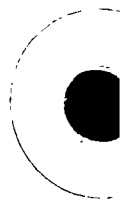
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WASHINGTON, D.C., 9 September 1969

**STAFF OFFICERS' FIELD MANUAL
STAFF ORGANIZATION AND PROCEDURES**

FM 101-5, 14 June 1968, is changed as follows:

1. This change is published to insure that users have material which may have been discarded because of an error in Change 1, 18 July 1969. This change erroneously instructed removal of pages 3-9 and 3-10. The material on these pages is current.

2. Insert pages 3-9 and 3-10 ✓

3. File this change sheet in front of the manual for reference purposes.

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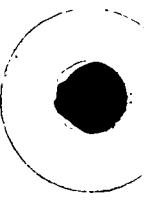
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CHANGE

No. 1

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STAFF OFFICERS' FIELD MANUAL
STAFF ORGANIZATION AND PROCEDURES

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1. Remove old pages and insert new pages as indicated below:

Remove pages	Insert pages
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3-13 and 3-14 ✓	3-13 ✓
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6-1 and 6-2 ✓	6-1 and 6-2 ✓
6-5 through 6-7 ✓	6-5 and 6-6 ✓
8-1 through 8-5 ✓	8-1 through 8-5 ✓
9-3 ✓	9-3 ✓
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C-1 through C-10 ✓	C-1 through C-10 ✓
C-13 through C-20 ✓	C-13 through C-19 ✓

Remove pages	Insert pages
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C-43 through C-48 ✓	C-43 through C-48 ✓
C-71 and C-72 ✓	C-71 through C-72.8 ✓
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F-3 through F-6 ✓	F-3 through F-5 ✓
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I-5 and I-6 ✓	I-5 and I-6 ✓
I-11 and I-12 ✓	I-11 and I-12 ✓
J-37 and J-38 ✓	J-37 and J-38 ✓
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HEADQUARTERS
DEPARTMENT OF THE ARMY
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STAFF OFFICERS FIELD MANUAL

STAFF ORGANIZATION AND PROCEDURE

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CHAPTER 1

GENERAL

Section I. INTRODUCTION

1-1. Purpose

This manual prescribes doctrine for staff organization and procedure. Its purpose is to assist commanders and staff officers in the organization and operation of headquarters. *It is not a guide for employing forces or a description of specific command duties.*

1-2. Scope

a. The contents of this manual are applicable to—

- (1) General war.
- (2) Limited war.
- (3) Cold war, to include stability operations.

b. The organizational and procedural information covers the primary fields of staff operation.

c. The manual applies primarily to the Army in the field. With appropriate modification, it also applies to other Army commands and to Army elements of joint and combined headquarters.

d. The specific staff organization and the staff officers' responsibilities and duties outlined in this manual are those most commonly used in the U.S. Army. However, a commander may deviate from the guidance contained herein to conform with his mission and with the resources available to accomplish his mission.

★e. This manual is in consonance with the following international standardization agreements, which are identified by type of agreement and number at the beginning of each appropriate chapter in the manual:

TITLE	NATO STANAG	CENTO STANAG	SEATO SEASTAG	ABCA SOLOG
Standardized System of Numbering Days and Hours Relative to a Given Operation	1001	1001	1001	32
Operation Orders	2014	2014	2014	17R
Operational Situation Reports	2020	2020	2020	16R
Intelligence Reports	2022	2022	2022	2R2
Method of Describing Ground Locations, Areas and Boundaries ..	2029	2029	2029	34R
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Intelligence Estimate	2118	2118	2118	---
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★1-3. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons

will be provided for each comment to insure understanding and complete evaluation. Comments should be prepared using DA Form 2028 (Recommended Changes to Publications) and forwarded direct to the Commanding General, U.S. Army Combat Developments Command

Institute of Combined Arms and Support, Fort Leavenworth, Kansas 66027. Originators of proposed changes that would constitute a significant modification of approved Army doctrine may send an information copy, through

command channels, to the Commanding General, U.S. Army Combat Developments Command, Fort Belvoir, Virginia 22060, to facilitate review and followup.

Section II. STAFF PRINCIPLES

★1-4. The Commander

a. Command is the authority that a commander in the Military Service exercises over his subordinates by virtue of his rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning, employing, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. Command also includes responsibility for health, welfare, morale, and discipline of assigned personnel.

b. The commander alone is responsible for all that his unit does or fails to do. He cannot delegate this responsibility. He is assisted in performing command functions by deputy or assistant commanders and a staff.

c. The commander discharges his responsibilities through an established chain of command. All orders from a higher commander to a subordinate unit are issued by the commander of the highest unit to the commander of the next subordinate unit. Intermediate commanders are bypassed only in urgent situations. In such instances, both the commander issuing the order and the commander receiving the orders should notify intermediate commanders of its context as soon as possible.

1-5. Deputy and Assistant Commanders

a. The commander establishes definite procedures for using deputy and assistant commanders. He prescribes their roles and duties and their relationships with the chief of staff, the staff, and commanders of subordinate units. Deputy and assistant commanders must keep themselves informed of operations so that they can assume command, if necessary, and con-

tinue operations without a break in the logical sequence of command guidance, planning, decision, and execution. The commander informs them of his plans, intentions, goals, and problems; and the chief of staff distributes information on the status of staff actions.

b. A deputy or assistant commander normally has no staff. When he has specific responsibilities, he receives assistance from the staff as prescribed by the commander. When the deputy or assistant commander needs a staff, the commanders may detail officers from his headquarters or from subordinate units to assist the deputy commander, or the commander may make a subordinate unit's headquarters available to him.

c. Deputy and assistant commanders may give orders to the chief of staff or his assistants only when and within the limits the commander authorizes. They may go to the staff at any time, however, for advice or assistance.

★d. Deputy and assistant commanders normally are not part of the chain of command. Their relationship to subordinate units, is established by their assigned tasks and the units made available to them to accomplish those tasks or as delineated by the commander.

1-6. Composition of the Staff

a. The staff consists of officers who are specifically ordered or detailed to assist the commander. These officers may be assigned for full-time duty or for dual duty. (A unit commander may perform staff duties in addition to his command duties.) To preserve integrity of the line and staff (para 3-10d) dual-duty assignments should be limited.

b. The commander commands the staff, but the chief of staff directs and supervises it. (The executive officer does this at brigade and lower echelons of command.)

1-7. Staff Functions

Five functions are common to all staff officers—providing information; making estimates; making recommendations; preparing plans and orders; and supervising the execution of plans and orders.

a. *Providing Information.*

(1) The staff collects, collates, and evaluates the fragments of information that flow continuously into the headquarters. The staff processes a large number and variety of items rapidly and provides the commander with pertinent information that is evaluated and ready to use. Staff officers perform this function by—

(a) Gathering information from all available sources and maintaining continuing contact with these sources. When possible, the staff officers establish procedures to produce an automatic flow of information to the headquarters.

(b) Collating and evaluating information in their respective areas of responsibility.

(2) In collecting the latest information available, staff officers look for pertinent information and transmit it promptly to the commander or to other members of the command who need it. They—

(a) Determine the significance, reliability, and completeness of this information and transmit evaluated information without request whenever it indicates a new influence on military operations.

(b) Insure the exchange of information within the staff and with higher, adjacent, and lower units so that all staffs and other commands can exploit the information fully. To do this, each staff officer must have a basic understanding of the kind of information other staff officers and commanders need.

b. *Making Estimates.*

(1) The staff prepares estimates to assist the commander in his examination of all factors influencing contemplated courses of action. On the basis of these estimates, the staff provides the commander—

(a) Conclusions on how significant factors will affect the situation; or

(b) Recommendations on how available means can best support the selected course of action.

(2) Adequate plans hinge on early and continuing estimates by staff officers. Failure to make these estimates may lead to costly errors and omissions because of no consideration given to possible contingencies or obstacles to a planned course of action.

(3) Discussion of the estimate as a problem-solving technique is in chapter 6. Discussion of procedures and techniques for preparing estimates is in paragraph 2-10 and appendix C.

c. *Making Recommendations.* Staff officers make recommendations to assist the commander in reaching decisions and establishing policies. Staff officers also offer recommendations to one another and to subordinate commanders. In the latter case, recommendations are for the purpose of assistance only; they carry no implied command authority (para 1-10b(2)). Discussion of procedures is in paragraph 2-11.

d. *Preparing Plans and Orders.*

(1) The staff converts the commander's decisions and policies into plans and orders. The commander may delegate authority to staff officers to issue these plans and orders without his personal approval (para 1-9).

(2) The staff analyzes the commander's policies and decisions to insure full understanding before formulating plans and issuing orders for their implementation. The staff coordinates these plans and orders with other staff elements within and outside the headquarters.

(3) The staff also prepares plans based on anticipated events or conditions. These plans help the commander to make decisions and to reduce reaction time.

e. *Supervising the Execution of Plans and Orders.* The staff assists in insuring that subordinate elements carry out the commander's plans and orders in the appropriate manner. This supervision relieves the commander of much detail and gives the staff the information it needs for progress reports. Such information is necessary when other staff officers and subordinate commanders and their staffs request

policy interpretations and assistance in resolving difficulties.

1-8. Staff Responsibility

a. Staff officers are assigned functional areas of interest and responsibility for accomplishing staff actions in these areas. Assignment of staff responsibility for a particular activity improves efficiency by—

(1) Giving the commander a single staff agency for advice and assistance in a particular functional area of interest.

(2) Giving staff and subordinate elements of the command a commander's representative with whom they can coordinate or consult on a particular functional area of interest.

(3) Insuring that all command interests receive staff attention.

(4) Enabling staff officers to give their complete attention to a manageable portion of command interests.

b. The assignment of staff responsibility carries no connotation of command authority over other staff officers or over any other elements of the command.

c. Chapter 4 contains a detailed discussion of the responsibilities and duties of staff officers.

1-9. Staff Authority

a. The commander specifically delegates authority to the staff, or to a particular staff officer.

(1) The commander normally delegates authority to the staff to take final action on matters within command policy.

(2) The authority he delegates to individual staff officers varies with the echelon and the mission of the command, the immediacy of operations, and the relationship of the respective staff officer's assigned functional area to the primary mission of the command.

b. When the commander authorizes staff officers to issue orders in his name, the commander retains responsibility for these orders.

1-10. Relationship Between the Staff and Commanders and Staffs of Subordinate Commands

a. *General.* Staff officers carrying out basic staff functions must avoid usurping the responsibilities or the prerogatives of subordinate

commanders and staffs with whom they work.

b. *Relationship of Staff Officer to Subordinate Commander.* A staff officer contacts a subordinate commander to transmit orders or instructions, to provide advice and recommendations, or to exchange information.

(1) Normally, all orders issued from a higher headquarters requiring or prescribing action by a subordinate element of the command are by, or in the name of, the higher commander. Exceptions to this basic principle occur—

(a) *When the higher commander specifically authorizes staff members to issue orders and instructions* (para 1-9). The commander formally announces this delegation of authority to insure proper distribution and unquestioned validity.

(b) *When the commander delegates operational control of a unit to a staff officer.* This is announced formally by the commander to insure complete and universal understanding, such delegation authorizes the staff officer to issue orders in his own name on matters involving composition of subordinate forces, assignment of tasks, designation of objectives, and authoritative direction necessary to accomplish the unit's mission. It does not include administration, discipline, internal organization, and unit training unless a subordinate commander requests assistance in these matters.

(c) *When the technical or professional nature of certain activities requires a special relationship.* Technical control represents a degree of command authority that the commander delegates and announces formally. The relationship between the division surgeon and division medical units (including the division support command (DISCOM) medical battalion) is an example. Because the various aspects of health service call for professional handling, the surgeon may be delegated authority to issue instructions on medical care techniques direct to medical unit commanders rather than through command channels.

(d) *When the command organization includes a subordinate unit that is assigned or attached for administrative control only, or*

for command less operational control. The DISCOM administration company is an example of assignment for command less operational control. Division staff officers rather than the administration company commander or the DISCOM commander normally are delegated authority formally by the division commander to control operational mission activities of the company elements. Orders pertaining to administrative matters go to the DISCOM commander; orders pertaining to operational tasks go direct to the appropriate element of the administration company.

(2) Recommendations and advice to subordinate commanders from staff officers of a higher headquarters are recommendations and advice only. A subordinate commander may accept or reject them just as he does those from his own staff.

c. Staff-to-Staff Contacts.

(1) In planning and conducting current operations and other activities, staff officers of a headquarters frequently need to contact their counterparts at higher, adjacent, and subordinate headquarters. The staff officers may need to get information, pass on guidance, or issue orders or instructions affecting command or staff element operations.

(2) These staff-to-staff contacts are for coordination and cooperation only. The higher headquarters staff officer exercises no independent authority over the subordinate headquarters staff.

(a) Staff officers normally honor requests for information. However, when a subordinate command staff officer considers a request unreasonable or a transgression of

command prerogatives, he reports it to the chief of staff (executive officer), who may ask that the request be submitted through command channels.

(b) Staff-to-staff contacts may pass orders or instructions affecting a subordinate command's operations. These are commander-to-commander communications, however, issued in the higher commander's name. If the receiving staff officer considers an instruction unwarranted or a transgression of command prerogatives, he reports the matter to the chief of staff (executive officer), who may ask that the instructions be issued through command channels.

(c) Information affecting the operations of a staff section often goes staff-to-staff. Such information usually is to improve inter-staff relationships or to meet a particular higher staff requirement. (Changes in the submission time or contents of a report or requirements to establish temporary liaison are typical examples.)

1-11. Qualifications of Staff Officers

The effectiveness of a staff depends on the professional qualifications of its members. Staff officers must have the ability and inclination to lead. They must also have thorough knowledge of the structure, capabilities, limitations, and operating techniques of the units composing their organization and must know how these units function. Generally, command experience or responsible positions at lower staff levels are the criteria for assignment of officers to principal staff positions.



CHAPTER 2 STAFF PROCEDURES

Section I. GENERAL

2-1. Introduction

a. The staff provides information to the *commander* and supplies him with advice and estimates when and as required. The staff prepares plans and converts the commander's decisions into plans and orders that go to all subordinate elements for planning or execution. *As authorized by the commander*, the staff supervises the execution of these plans and orders and takes the necessary action to insure that the *commander's* intentions are carried out. Staff officers must always remember that the command mission and the commander's responsibilities are the bases for all their actions. In handling the details in their assigned areas of interest, staff officers must never forget that they are the means to accomplish the mission—not ends in themselves.

b. Staff officers follow standard procedures and use standard techniques whenever possible.

2-2. Definition

a. Staff procedures are methods used to accomplish staff functions. They are the *how* of staff operations. A staff visit is a staff procedure. It is used, for example, in collecting information, or in supervising the execution of tasks (para 1-7).

b. Effective staff procedures expedite the accomplishment of staff actions and improve the quality of assistance provided the commander.

c. Staff officers must have a working knowledge of the common tools and procedures used in all good staff work. They must also know the detailed procedures and techniques needed in their particular staff sections and jobs.

Section II. PROCEDURES

2-3. Completed Staff Action

Although this paragraph contains aspects of the staff officer-commander relationship, the principles outlined are applicable to other action officer-approval authority levels, such as member of staff section-staff chief or staff chief-chief of staff.

a. A completed staff action is a staff officer's analysis of a problem and his solution presented in a finished form that the commander can approve or disapprove as a *completed action*. Emphasis is on the words "completed action" because of the tendency to present difficult problems piecemeal to the commander. It is a staff officer's duty to work out even the most perplexing details, not to ask the commander to do it. The commander wants answers, not questions. However, as he develops

this study, the staff officer may consult the commander for additional guidance or for assurance that he is proceeding in the proper direction.

b. A completed staff paper that recommends implementing actions includes an implementing memorandum, directive, or letter for the commander to sign or to approve. This places the staff officer's views before the commander in finished form and expedites implementation.

c. The theory of completed staff action usually makes more work for the staff officer, but it gives the commander more freedom. It also protects the commander from partially developed ideas, voluminous memorandums, and incomplete oral presentations.

d. The results of completed staff action should be clear and furnish concise statements

of the essential facts. The recommended action should reflect consideration of all feasible courses of action and the views of all agencies concerned and should present both advantages and disadvantages.

e. The concept of completed staff action has a corollary doctrine of equal importance—planning guidance to the staff. Adequate command guidance facilitates completed staff action and eliminates wasted effort. After familiarizing himself with the problem, the commander limits the area to be studied and provides data, as appropriate, from past experience or knowledge. He fixes responsibility for the solution and asks the responsible staff agency or individual for an estimated completion date. The commander also makes himself available to discuss points that need clarification.

f. Completed staff action applies to any staff procedure, written or otherwise, that is submitted to the chief of a staff section, the chief of staff, or the commander. It includes followup actions by the staff to insure compliance with instructions or orders.

2-4. Staff Coordination

a. Coordination within a staff is essential for two reasons—to insure harmonious staff action in carrying out the commander's plans and to avoid conflicts and duplications by making necessary adjustments in plans and policies before their implementation.

b. Most staff actions require coordination. The action officer and all other interested staff officers examine and correlate all subactions and resolve any conflicts. Each staff officer examines the action from the commander's point of view and determines the proper action within his area of interest.

c. The chief of staff (executive officer) establishes procedures to coordinate staff operations.

d. In specific staff actions, the action officer assigned the particular task is responsible for staff coordination.

e. Current organizational and operational concepts rely on the rapid, coordinated action and reaction of military forces. This makes effective staff coordination procedures essential. Staff officers must be familiar with the

responsibilities of all staff sections of the command. Staff officers must also know the kinds of information each section needs and can provide. Knowing these facts, staff officers can determine when consultations with other staff sections are necessary and what features of the problem need to be discussed.

f. Specific coordination procedures include—

(1) Informal and formal conferences of various staff members.

(2) Briefings.

(3) Prompt distribution of essential information, decisions, and orders within and among headquarters staff sections.

(4) Properly functioning staff message control.

(5) Formal routing of staff papers to appropriate sections for comment and concurrence.

(6) Close contact and exchange of information by each staff section with the corresponding staff section at higher, lower, adjacent, and supporting headquarters.

g. Staff coordination is time consuming. It is not always possible to get complete coordination when quick action is essential, or to get all interested parties to concur. In such cases, the action officer presents the plan or the recommendation to the proper authority, explaining that immediate action is required and what differences must be reconciled. The referral authority may call all interested parties together in an effort to get complete concurrence, or he may approve the recommendation without it. When complete coordination is not possible before taking a priority action, interested staff elements are informed of the action taken.

2-5. Staff Supervision

a. General.

(1) The staff must continually supervise the execution of plans and orders so that they will be carried out the way the commander intends.

(2) Staff officers must be competent observers. They must be thoroughly familiar with the commander's plan and how he wants it carried out. They also must keep informed of developments that affect the plan and recommend necessary changes.

(3) Analysis of reports or staff visits and inspections are means of providing staff supervision.

b. Analysis of Reports. Properly analyzed and evaluated, reports and summaries help staff officers determine how the command's operations are progressing. Reports offer a quicker way than staff visits to collect current information on the many different areas of interest. However, reports often do not cover all the circumstances affecting these areas—a fact evaluators must keep in mind.

c. Staff Visits and Inspections.

(1) *Staff visits.* Staff officers visit subordinate units to get information about the subordinate command situation for the commander, to observe how orders are being carried out, or to provide guidance and assistance in their respective areas of responsibility. Duly designated representatives make these visits in the name of the commander. When making a visit, a staff officer's conduct should promote cordial relations and cooperation between the staff and the unit. The staff officer calls on the subordinate unit commander to explain the purpose of his visit and to request appropriate assistance. Before leaving, he reports his findings to the subordinate commander. The staff officer carefully avoids criticizing the unit or interfering with the unit commander's responsibilities. If it appears that the higher commander's orders have been misunderstood, the staff officer gives the subordinate commander, or his staff, additional information and guidance. On his return to headquarters, the staff officer makes a brief oral or written report of his observations. This report, referred to the staff sections concerned, gives the appropriate staff officers information on which they can act.

(2) *Staff inspections.* Staff inspections are as directed by the commander or they may be made by individual officers or teams. The team method frequently is used for technical inspections and command maintenance management inspections. Before the inspection, the unit commander is informed of the nature and the purpose of the inspection. He receives an informal report of the results of the inspection before the inspecting officer or the team leaves his headquarters. Formal and informal inspection reports must be factual, clear, and concise.

2-6. Communications

a. Staff officers use various means of communications in fulfilling their responsibilities. These means include personal contact between individuals, the military communications system, written communications, and liaison.

(1) *Personal contact.* Staff officers use personal contact when they make staff visits and inspections, hand-carry actions to obtain concurrences, and exchange information and comments informally.

(2) *Military communications system.* Because staff officers use all the different communications means in the military communications system, they must know how to use them properly. Staff officers should be familiar with radiotelephone procedure, message preparation, classification, and assignment of message precedence. All communication users must be familiar with the required security safeguards, especially those pertaining to use of telephone and voice radio.

(3) *Written communications.* The written communications that staff officers use most frequently are disposition forms, memorandums, letters, indorsements, messages, memorandums for record, and summary sheets. Combat plans and orders are also important written communications. Details on responsibility for preparing combat plans and orders are in chapters 7 and 8, respectively.

(4) *Liaison.* Liaison is the contact maintained between elements of military forces to insure mutual understanding and unity of purpose and action. The exchange of personnel whose duties are to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact aids liaison. However, liaison duties are not restricted to liaison officers specifically designated as such; any staff officer may perform these duties. Liaison between comparable staff elements of higher, lower, and adjacent commands is a normal procedure.

b. Communications with subordinate agencies may go through command channels, staff channels, or technical channels.

(1) *Command channels* are used for all orders and instructions to subordinate units, except as included in (3) below. Command channels are from commander to commander

and all orders are issued in the commander's name.

(2) *Staff channels* are used for coordination and for transmission of information between comparable staff elements.

(3) *Technical channels* are used by special staff officers (para 3-10) and by functional specialists of the coordinating staff for routine technical reports and technical instructions as prescribed by the commander and contained in paragraph 1-10b(1)(c).

2-7. Analyses

a. Staff officers analyze each new item of information to determine its importance to the command mission and to their staff areas of interest. If the information is significant, the staff officers analyze it in detail to determine what action, if any, is necessary.

b. An analysis of possible courses of action is an integral part of staff officer estimates of the situation and staff studies. Chapter 6 and appendixes C and D contain discussions on how analysis procedures are applied to estimates of the situation and staff studies.

c. Staff officers prepare information analyses of selected subjects in their areas of interest. They may do this routinely, in connection with a particular time or event, or on request. These analyses may be oral or written. Typical information analyses are the analysis of the area of operations (app I), terrain analysis (FM 30-10), and weather analysis (FM 30-5).

2-8. Briefings

Frequent briefings provide an excellent means of keeping the commander and staff informed of the current situation and problems facing the command. Appendix K contains a detailed discussion of military briefings.

2-9. Reports and Summaries

a. Reports and summaries are used extensively to distribute information to higher, lower, and adjacent commands. Nearly every staff section prepares and distributes some kind of report or summary, and many sections prepare both. The format and time of distribution are usually standardized within a command, but they vary with the command and the situation. Some reports and summaries have been standardized by international agree-

ment. Staff officers must be familiar with standardization agreements (STANAG) that affect their reports and summaries.

b. Only the minimum number of reports and summaries consistent with the commander's need for information are required of subordinate commands.

c. Submission of reports and summaries is either on a recurring or a one-time basis. Continuing review of recurring reports and summaries eliminates unnecessary items or duplications in separate reports (app J).

(1) *Recurring reports and summaries* include—

(a) *Periodic reports and summaries* that convey essentially the same type of information regularly at prescribed intervals (daily, weekly, monthly, or annually).

(b) *As-required reports and summaries*, other than periodic, for which standing requirements have been established for preparation in certain prescribed situations. The nuclear burst report (FM 30-5) and the spot report (app J) are typical as-required reports. A weather summary (FM 30-5) is an example of the as-required summary.

(2) *One-time reports and summaries* are special reports and summaries prepared one time only as directed (e.g., one-time reports on status of equipment).

d. Appendix B contains a discussion of the application of reports and summaries to staff operations in the broad fields of command interest. Appendix J contains examples of recurring and one-time reports and summaries found in field commands.

2-10. Procedures for Making Estimates

a. The staff officer prepares estimates to meet particular requirements. He makes a rapid mental estimate whenever he considers a new item of information significant. This type of estimate, limited in scope, is usually for his use only. The staff officer presents oral estimates to the commander and to other staff officers on request and at briefings. Generally, oral estimates update previous estimates. Written estimates are formal and complete and generally are prepared for planning use by the commander. Staff officers at division level and

below seldom prepare written estimates after operations have begun.

b. To permit the formulation of tentative plans for future operations, the staff officer may have to prepare estimates before extensive information is available. He bases these estimates on current information, supplemented by assumptions about factors that cannot be definitely established. Assumptions usually concern the disposition and capabilities of friendly and enemy forces and the available resources and time needed to complete a certain course of action. The staff officer informs the commander when estimates are based on assumptions rather than facts. The staff officer frequently produces preliminary studies and estimates to ascertain the feasibility of a particular operation. In any case, these preliminary studies and estimates include estimates of enemy capabilities, what courses of action are open to the commander, and how enemy capabilities might affect each course of action. A discussion of the use of the estimate as a problem-solving technique is in chapter 6. A formalized process for making estimates is in appendix C.

c. The preparation of estimates is a continuing process. The development of new information and considerations necessitates revision of estimates so that recommendations or decisions based on the estimates will be more accurate.

2-11. Procedures for Making Recommendations

a. A staff officer's recommendations primarily concern matters within his functional area of interest or affecting his operations. Recommendations concerning functional areas that are not his primary responsibility normally are made to the appropriate staff officer.

b. Staff officers follow both formal and informal procedures in arriving at and making recommendations. Many recommendations based on observations or person-to-person contact during a staff visit may be verbal. This is frequent at division level or below. Staff officers submit in writing those recommendations based on written estimates or studies.

c. Regardless of the formality or the informality of the procedures, recommendations are the products of careful analysis and compari-

son. Recommendations are candid and objective and are based on the best information available, not on what the recipient might prefer to hear. They state disadvantages as well as advantages and include any nonconcurrents to complete the picture.

d. The most appropriate way to present recommendations is to list the feasible alternatives with their major advantages and disadvantages and to express positively which should be undertaken. The recommendation is in a form that requires only the recipient's approval or disapproval.

e. The staff officer coordinates those recommendations that affect another staff officer's activities with that staff officer before he makes the recommendation.

2-12. Studies

A staff study is the most frequently used study procedure in field commands. It is a vehicle for analyzing problems and finding solutions to them. Chapter 6 includes a discussion of the use of staff studies in problem solving and appendix D includes a discussion, a format, and an example of a staff study.

2-13. Procedures for Preparing Plans and Orders

a. Responsibility for the overall preparation and publication of a plan or an order is assigned to a single staff officer. Other staff officers provide elements of the plan or the order that apply to their staff areas of interest.

b. Staff officers who supply elements of the plan or the order interpret the commander's desires concerning their respective areas, prepare initial drafts, handle all necessary coordination, and submit complete final drafts to the staff officer responsible for overall preparation.

c. The staff officer having responsibility for overall preparation reviews the component elements to insure consonance with the commander's decision and makes appropriate recommendations to the preparing officers, if needed. He then assigns identification numbers to the plan or the order and to annexes and appendixes, as needed, and submits the complete document to the chief of staff for command approval and signature. When the plan or the order has been signed, the responsible staff officer authenti-

cates copies as necessary and reproduces and distributes the document.

d. Staff officers prepare and issue many fragmentary orders, either orally or in writing. Usually, these orders concern immediate operational requirements. When time permits, the staff officer confers informally with other staff officers concerned and gets the chief of staff's approval. When time is critical, staff officers with delegated authority write and issue fragmentary orders in the commander's name. They promptly inform the chief of staff and any other interested staff officers about these orders.

e. A discussion of plans and planning procedures is in chapter 7; orders in chapter 8; and techniques for preparing plans and orders in appendix E.

2-14. Military Writing

a. At division level and above, the complexity of operations normally requires written directives, reports, orders, and studies. Staff officers at these levels must possess the ability to write accurately, concisely, and clearly.

b. Staff writing is a means of communicating ideas to the commander, subordinate units, and other staff officers through orders, recommendations, studies, reports, and other types of formal or informal documents. Effective staff writing conveys the writer's *exact meaning* and is not subject to misinterpretation. Officers can express themselves clearly by following these basic principles in writing their staff papers (DA Pam 1-10):

- (1) *Unity*. Adhere to a single main idea.
- (2) *Accuracy*. Check facts; eliminate mechanical errors.
- (3) *Clarity*. Write simply and clearly.
- (4) *Brevity*. Use simple words and short sentences. Eliminate superfluous words and subject matter.
- (5) *Coherence*. Develop and arrange subject matter logically.
- (6) *Objectivity*. Keep an impersonal and unprejudiced viewpoint.
- (7) *Completeness*. Finish the job. Turn in a paper that needs only the commander's approval and signature to make it a completed action.

2-15. Staff Research

a. *General*. Staff research is the collection and evaluation of facts staff officers must have to solve problems or to write staff papers. Some data will be available in office records. Other data are available only by research through many sources.

b. *Extent of Research*. The problem itself determines the amount of research needed. Only after analyzing the problem and listing the main issues to be considered can the staff officer determine how much and what kind of information he must collect.

c. Collection and Evaluation of Data.

(1) *Sources of information*. A list of all likely sources of information on the subject under consideration is the first requisite in collecting data. The researcher may find references by —

(a) Consulting the indexes of Army publications in the Department of Army Pamphlet 310-series.

(b) Checking correspondence, reports, and previous studies on the subject or on related subjects in the headquarters files.

(c) Checking reports control records.

(d) Using a library, if available.

(e) Consulting those persons concerned with similar problems.

(f) Requesting assistance from other headquarters.

(2) Collection of information.

(a) Formal research procedures are necessary for long studies and papers having numerous references. Whatever the system, it should provide a method of evaluating material, a way of identifying references, and a means of recording data.

(b) The staff officer may use different methods in identifying and recording data, but the evaluation criteria do not vary. The staff officer must ask himself three questions: Is the information *relevant*? Is the information *credible*? Is the information *accurate*?

d. *The Stopping Point*. The researcher should stop collecting information when he has the information he needs to draw valid conclusions.

2-16. Administrative Procedures

a. Policy File.

(1) A policy file summarizes the current policies of the commander and higher headquarters and the basic operating principles for the staff section maintaining the file. It covers a variety of activities of interest to a staff section and is based on existing orders, experience, and past command decisions. The policies may be in the form of brief notes, plans, studies, directives, or sample orders. The file is kept up to date and is tabbed or indexed. The file changes with commanders and conditions.

(2) A policy file facilitates staff operations and indoctrination of new staff members. The chief of staff maintains the command policy file. Each staff section maintains a section policy file.

b. *Records.* Staff section records are essential to provide information for the commander and staff, for higher and lower headquarters, and for the unit or staff section historical record. The Army Functional Files System (TAFFS) is the only file system authorized by the Department of the Army for use throughout the Army. Under TAFFS, files are decentralized and the creating agency establishes responsibility for maintenance of files. TAFFS program policies and procedures (files planning, creation, equipment, and use) are in AR 345-200. TAFFS instructions for individual file standards and file arrangements, maintenance, and reference for all Army elements down through division level are in AR 345-210. AR 345-215 contains similar instructions for Army organizations below division level. Appendix J contains examples of typical staff records.

c. Journals.

(1) The journal is the official chronological record of events affecting the staff section. The amount of detail recorded varies with the number of personnel in the staff section and the kind of operation. Model entries limit details to those necessary to fix the time and to report essential facts about important events. Important incidents are recorded as they occur. Such information includes the time important messages are received or transmitted; visits of

higher commanders and staff officers; purposes, subjects, and conclusions of conferences; and absences of the section chief from the command post. Summaries of written messages or orders, including necessary references to maps and similar data, are entered in the journal. The original messages are filed in the journal file. Oral messages or orders are recorded in full when practicable. Appendix J contains a sample page from a staff journal.

(2) The chief of staff (executive officer) and each staff section in headquarters down to and including division and major staff sections in brigades, regiments, groups, and similar-size units maintain journals. In the combat zone, battalions and separate companies also maintain journals (AR 220-15).

(3) The assembled journals of the staff sections give a complete picture of the unit's operations for a given period and are a permanent record. When the period ends, a summary of important events and plans for the future period is entered. This summary includes the reasons behind decisions and happenings.

d. Workbooks.

(1) Workbooks are ready references for use in conducting current operations and in preparing reports. A staff section workbook is an indexed collection of information obtained from written or oral orders, messages, journal entries, and conferences. The workbook may also include accounts of the staff officer's own conclusions, opinions, ideas, and inspections. It consists of a pad of looseleaf notebook pages indexed by subject. Workbooks are indexed to fit a staff section's particular needs. Most workbooks are indexed to facilitate preparation of periodic reports and show references to paragraphs and subparagraphs in these reports. The branches of the staff sections of higher headquarters may keep specialized workbooks. Appendix J includes a sample staff section workbook.

(2) A message containing information on different subjects is entered in various sections of the workbook. The entries seldom quote the entire message. An entry is lined out when action on the item has been completed. Pages

from the workbook are removed and destroyed when no longer of use.

e. Situation Maps. A situation map is a graphic presentation of the current situation. Each staff section keeps its situation map up to date by posting dispositions and activities that concern the section. Tactical operations center (TOC) facilities and war rooms also have situation maps. As soon as changes are received, they are posted on the map and entered in the section journal. When staff section personnel strength is inadequate or when activity is light, two or more staff sections may maintain situation maps jointly. In brigade and smaller headquarters, a combined situation map, kept under the supervision of the operations officer (S3), may be sufficient.

2-17. Staff Message Control

a. Staff message control is the system of processing messages and correspondence within

a headquarters. Normally, the system is an assigned responsibility of the adjutant general. On occasion, it may be centralized in a separate staff facility under the chief of staff.

b. The principal purposes of staff message control are to—

(1) Receive, record, and dispatch messages and correspondence entering and leaving the headquarters.

(2) Reproduce and route copies to the proper staff members for action and information.

(3) Maintain controls, such as suspense dates, to insure prompt action by action agencies.

(4) Establish priority of action when necessary.

(5) Control the use of security classifications and precedence designations on outgoing communications.

CHAPTER 3

STAFF ORGANIZATION

Section I. GENERAL

★3-1. Objective of Staff Organization

A military staff is a single, cohesive unit organized to help the commander accomplish his mission. The staff is organized and operates to—

- a. Respond immediately to the needs of the commander and subordinate units.
- b. Keep informed of the situation.
- c. Reduce the time needed to control, integrate, and coordinate operations.
- d. Reduce chances for error.
- e. Relieve the commander of supervisory details in routine matters.

3-2. Considerations in Organizing Military Staffs

The following interrelated considerations affect staff organization:

a. *Mission.* The command mission is the fundamental consideration in organizing a staff. The mission determines the activities necessary for its accomplishment. These activities, in turn, determine command and staff interests.

★b. *Broad fields of interest.* Regardless of the command mission, command interests within the Army in the field usually can be divided into five broad fields—personnel, intelligence, operations, logistics, and civil-military operations. However, the relative importance and

the functional areas needed in these five fields vary with the mission, the level of command, and the environment. A sixth field, comptroller, is added at the headquarters of theater army, and major combat service support commands and may be added at field army when required.

c. *Law and regulation.* Army regulations and the Uniform Code of Military Justice establish special relationships between certain staff officers and the commander.

d. *Direct control of functional areas.* The commander may desire to exercise personal control over functional areas that he considers particularly significant. When this is the case, the responsible staff officer reports directly to the commander rather than to the chief of staff. However, this does not relieve the staff officer from responsibility for keeping the chief of staff informed of his activities.

3-3. Principles of Staff Organization

The commander follows the principles of good staff organization by —

- a. Describing assigned responsibilities clearly.
- b. Delegating decisionmaking authority to officers commensurate with their assigned responsibility.
- c. Grouping related activities.
- d. Establishing an effective span of control.

Section II. STAFF STRUCTURE

3-4. General

A commander may include any or all of three different groups—coordinating, special, and personal—in his staff organization, depending on his needs. He also may have a chief of staff to direct and supervise the staff.

★a. *Coordinating staff officers* are the principal staff assistants to the commander. Each is concerned with one of the broad fields of interest discussed in paragraph 3-2b. They assist the commander by coordinating the plans, duties, and operations of all command elements.

They also coordinate all activities of the organization to insure the most efficient employment of the force as a whole.

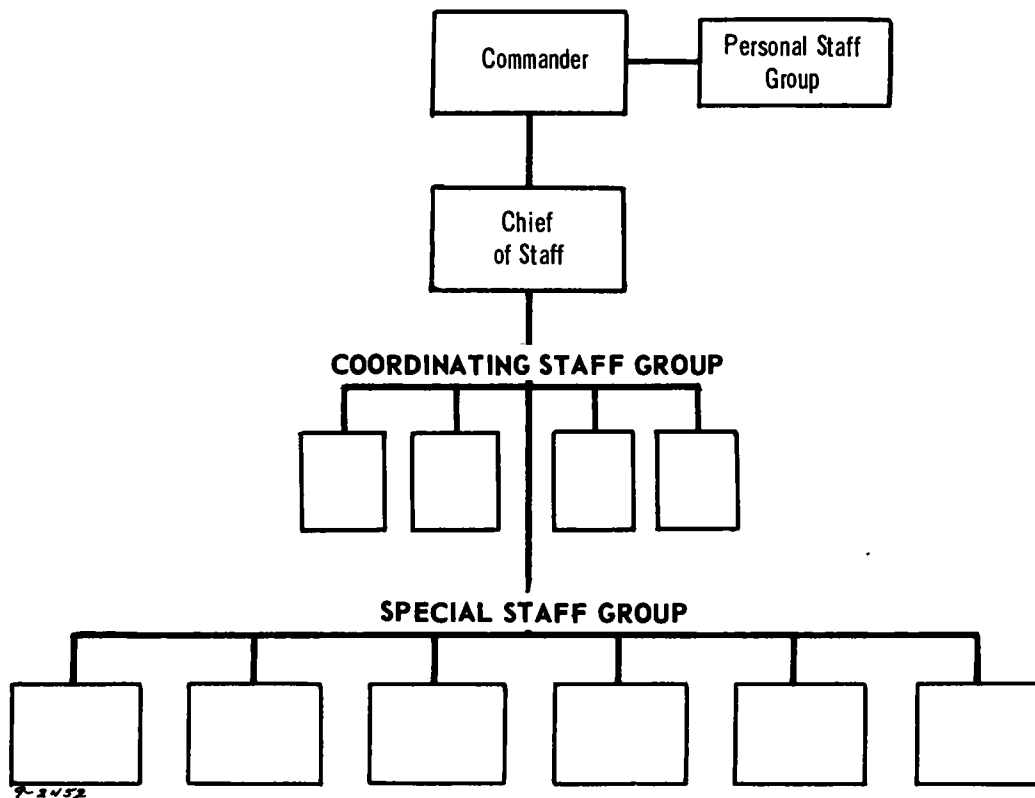
b. Special staff officers assist the commander in professional, technical, and other functional areas included in, but narrower than, the broad fields of interest of coordinating staff officers and largely relating to technical, administration, and branch matters. They are organized into sections generally comparable to the professional, technical, and other special functional areas in the command.

★*c. Personal staff officers* assist the commander in personal matters or in specific functional areas. Personal staff officers are those officers whom the commander selects to serve as his aides and those individual staff officers whose activities he desires to coordinate and administer directly rather than through the chief of staff. These staff officers report di-

rectly to the commander on those matters designated by him rather than through normal staff channels established within the headquarters. In most cases these staff officers divide their time between the commander's personal staff and either the coordinating staff group or the special staff group. Chapter 4 discusses those officers who are frequently selected to be personal staff officers and enumerates their responsibilities and duties.

3-5. General Staff Structure

Figure 3-1 shows a general staff structure. It includes all three staff groups. The number of staff chiefs and assistants in each group varies at different echelons. A chief of staff is a characteristic of this staff structure. The coordinating staff officers are designated assistant chiefs of staff (ACofS).



NOTE: Number and designation of staff sections will vary with the headquarters.

Figure 3-1. General staff structure.

Section III. STAFFS OF MAJOR U.S. ARMY FIELD COMMANDS

3-6. Rescinded

3-7. Organization and Composition

a. The basic organizational structure of major headquarters staffs is the general staff (para 3-5).

★b. Theater army or army group staffs are organized according to tables of distribution and allowances (TDA). At other levels the staffs are organized according to tables of organization and equipment (TOE). The commander may organize his staff in any way he desires so long as it is within authorized personnel limitations. Figures 3-2 and 3-3 show typical staffs.

3-8. Chief of Staff

a. The chief of staff is the commander's principal staff assistant and adviser.

b. He is the senior member and the head of the staff. He is responsible for execution of staff tasks and the efficient response of staff members. He also coordinates general and special staff group efforts (para 4-3 and 4-4). The commander may delegate to him authority that amounts to command of the staff.

c. The chief of staff may have one or more assistant or deputy chiefs of staff.

3-9. General Staff Officers

a. General staff officers are coordinating staff officers (para 3-4). These officers and their assistants comprise the coordinating staff group.

★b. General staff officers are the commander's principal staff assistants in designated broad fields of interest (para 3-2b). Collectively, they have staff responsibility for the commander's entire field of responsibilities, except in those functional areas that the commander decides to control personally or in areas reserved by law for specific staff officers.

★c. Principal staff officers in tactical command staffs are designated ACofS's as follows:

- (1) ACofS, G1, personnel.
- (2) ACofS, G2, intelligence.
- (3) ACofS, G3, operations.
- (4) ACofS, G4, logistics.
- (5) ACofS, G5, Civil-Military Operations.

The abbreviated designations (G1, G2, G3, G4, and G5) are used more often than the formal designations.

★d. Principal staff officers in major combat service support commands and their subordinate commands are designated ACofS as follows:

- (1) ACofS, personnel.
- (2) ACofS, security, plans, and operations.
- (3) ACofS, services.
- (4) ACofS, supply.
- (5) ACofS, maintenance.
- (6) ACofS, movement.
- (7) ACofS, Civil-Military Operations.
- (8) ACofS, comptroller.

e. Although the extent of staff activities varies with the headquarters echelon (para 3-19), functional area responsibilities of ACofS's are uniform within each designation (chap. 4).

f. The ACofS's are advisers, planners, coordinators, and supervisors. They concentrate on estimating the situation and on planning. They avoid becoming involved in the details of unit operations, services, and activities, which are *special staff officer* and subordinate commander responsibilities.

g. The ACofS are responsible for overall coordination of actions. They also insure that related special staff activities are coordinated and integrated with operations. Although each ACofS works in a specified field, there is much overlapping of interests. When this overlap is extensive, the chief of staff assigns definite responsibilities to each ACofS. These assignments include *primary* responsibility for coordination.

(1) The chief of staff may assign primary general staff responsibility for a specific functional area to an ACofS. This staff officer then becomes the chief of staff's principal assistant in insuring that the commander's plans for that functional area are carried out.

(2) It is normal for other coordinating staff officers to have a direct interest in functional areas designated as primary staff responsibilities of other staff officers. For example, training is a primary staff responsibility

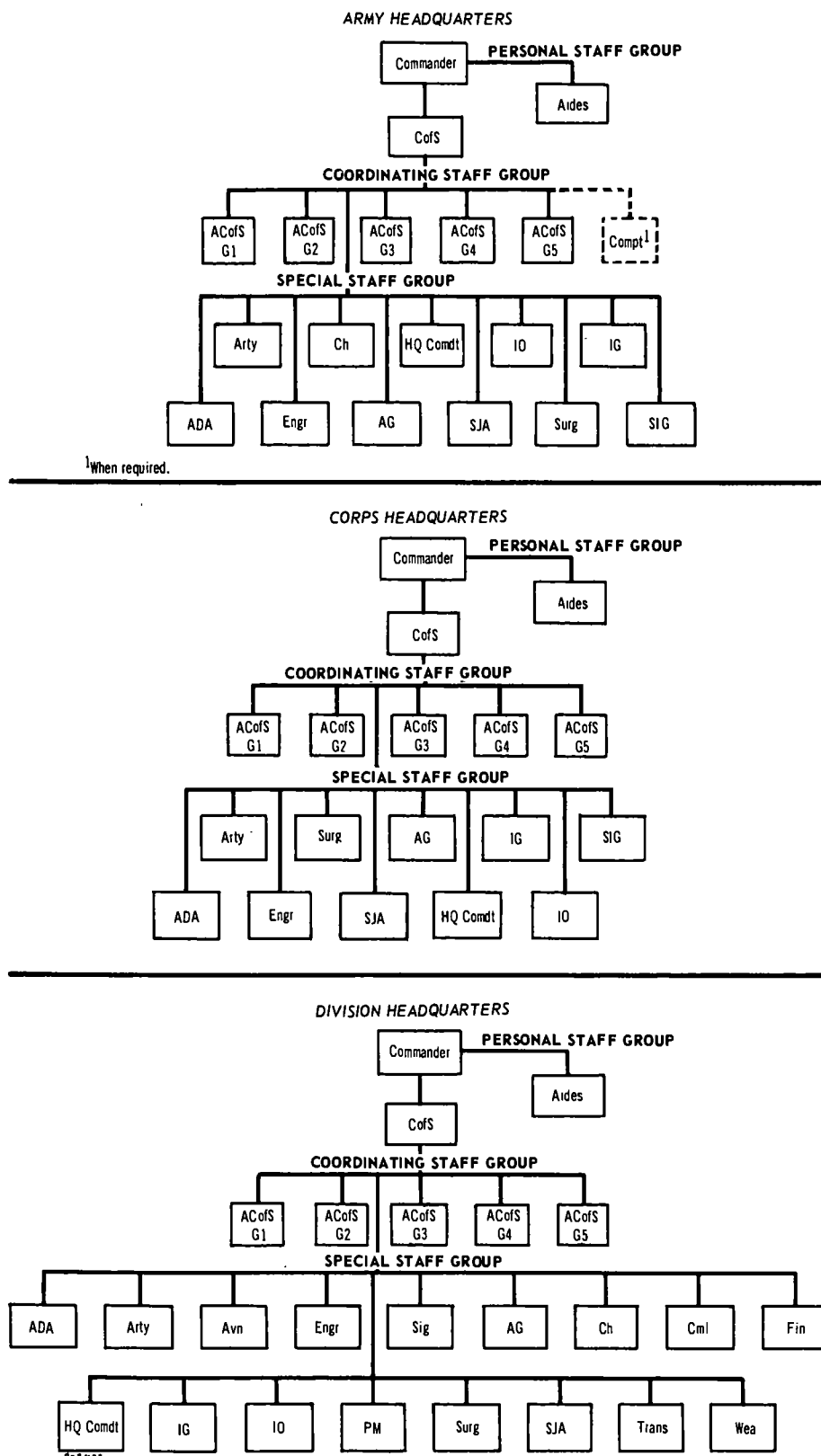
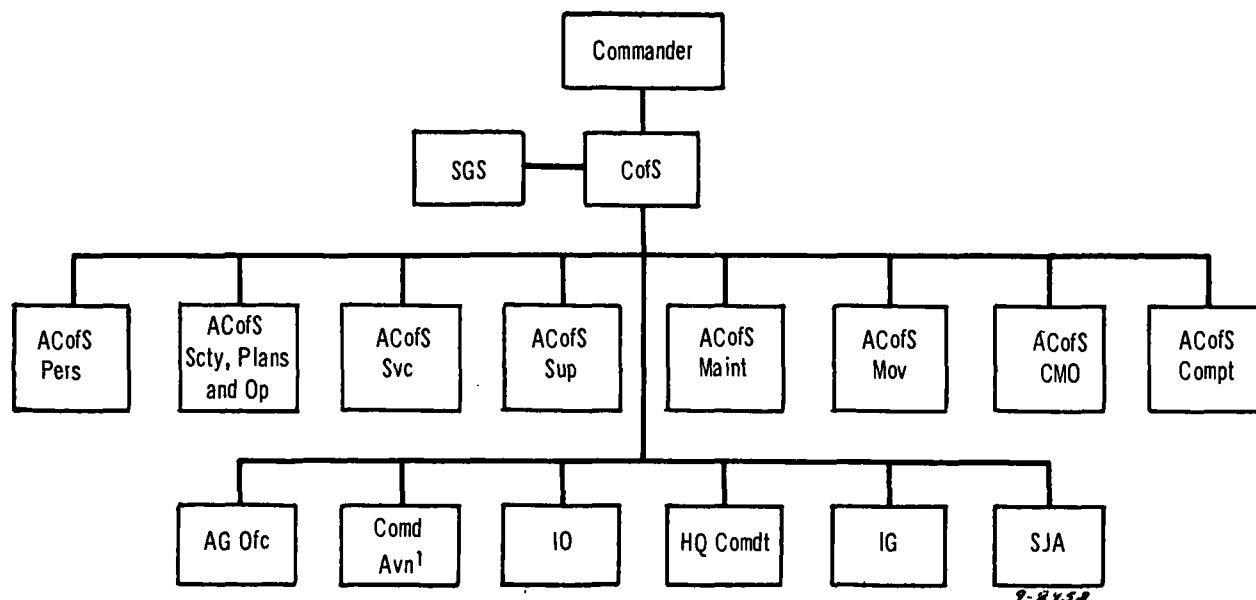


Figure 3-2. Typical staffs, headquarters, tactical commands.



¹ FASCOM only.

Figure 3-3. Typical staff, headquarters, TASCOM/FASCOM.

of the operations officer; however, the intelligence officer and the logistics officer are directly concerned with intelligence training and maintenance training respectively. In such instances, a clear definition of staff responsibilities will insure coordination and eliminate conflict. When a general staff officer needs to supervise a functional area that is not his primary responsibility, he does so in coordination with the staff officer having primary general staff responsibility. Such supervision does not affect the fundamental responsibility of the officer assigned primary general staff responsibility.

h. General staff officers are directly responsible to the chief of staff; however, the commander frequently consults them directly. In these cases, they report to the chief of staff any information that they give the commander or receive from him.

3-10. Special Staff Officers

a. Although TOE's or TA's prescribe the numbers and types of special staff officers in field command staffs, the commander may adjust these personnel allowances. He establishes only those special staff sections needed to accomplish the mission, or he combines or allocates duties to meet special circumstances.

b. The chief of staff, assisted by the general staff officers, supervises, directs, and coordinates the activities of special staff officers (*e* below).

c. Special staff officers assist the commander and staff by performing the basic functions of all staff officers (para 1-7). They also—

(1) Provide the commander and staff with information, estimates, and recommendations in their specialized fields.

(2) Assist general staff officers in preparing plans, orders, and reports.

(3) Supervise command activities in their special technical fields.

(4) Plan and supervise training in their own staff sections and, within their functional fields, assist in supervising training throughout the command.

★*d.* A special staff officer may be a commander and perform both staff and command functions. These two functions have different responsibilities and duties and must be performed separately. Any special staff officer may be given authority to perform specified functions of command such as operational control, over designated units.

e. Functional areas and responsibilities of staff officers often overlap; therefore, coordination is all important. Each ACofS has *primary* responsibility for coordinating those special staff activities that fall within his broader functional area of responsibility. Special staff officers also consult and coordinate with all other interested staff officers.

★*f.* The duties and responsibilities of selected special staff officers are listed in paragraphs 4-27 through 4-55. Some of the duties and responsibilities do not apply at all command levels. The headquarters echelon to which a special staff officer is assigned is a consideration when these listed duties and responsibilities are used. FM 100-15 provides information on operations at theater army, army

group, field army, and corps. FM 61-100 provides information on operations at division level.

3-11. Personal Staff Officers

Paragraph 3-4c contains a discussion of the personal staff; chapter 4 contains a discussion of the responsibilities and duties of personal staff officers.

3-12. Liaison Officers

a. Liaison officers normally work under the direction of the chief of staff or his representative.

b. Liaison officers represent their commanders at other headquarters. Through personal contact, they promote cooperation and coordination of effort and exchange essential information.

★3-13. Staff Assistants and Deputies

The chief of staff and each coordinating and special staff officer normally have assistants or deputies.

a. An assistant is a planner, an adviser, and a coordinator. He has authority only when his chief has specifically delegated it to him. The full authority of a chief normally is not delegated to an assistant.

b. A deputy has authorization to act for his superior within designated limits. His authority may be limited to a particular field which may be specified in his title.

Section IV. RESCINDED

Section V. SMALLER UNIT STAFFS

3-17. General

Units smaller than division that are authorized a headquarters staff are the corps artillery, the brigade, the regiment (group), the division artillery, the division support command, and the battalion (squadron).

3-18. Organization and Composition

a. The TOE for each type of unit specifies the unit's staff organization and composition. However, within authorized personnel limitations, the unit commander may organize his

staff in accordance with his particular needs. Figure 3-5 shows a typical smaller unit staff organization. Applicable TOE's and organizational field manuals provide detailed information on the organization and composition of the staffs of small units.

★*b.* A civil-military operations staff section will be established at brigade, comparable units when required, and in battalions when authorized by DA.

c. Smaller combat service support unit staffs may have coordinating staff officers with func-

tional areas of interest that differ from those shown in figure 3-5 and that are more suited to the unit mission. In some smaller combat service support unit headquarters, such as the field depot and the area support group headquarters, the coordinating staff officers may be designated as directors, although such designation does not necessarily indicate more staff authority or the lack of a special staff.

3-19. Functions, Duties, and Responsibilities

a. Staff functions of the smaller unit staff

are generally the same as those for higher staffs discussed in preceding paragraphs. However, the operational nature of smaller unit missions requires some modification. The advisory, planning, coordinating, and supervisory staff activities of the smaller unit are highly accelerated, abbreviated, and mostly informal, but the basic objectives and staff relationships remain similar to those at higher echelons (para 3-1 through 3-13).

b. Paragraphs 4-63 and 4-64 contain a discussion of the duties and responsibilities of selected unit staff officers.



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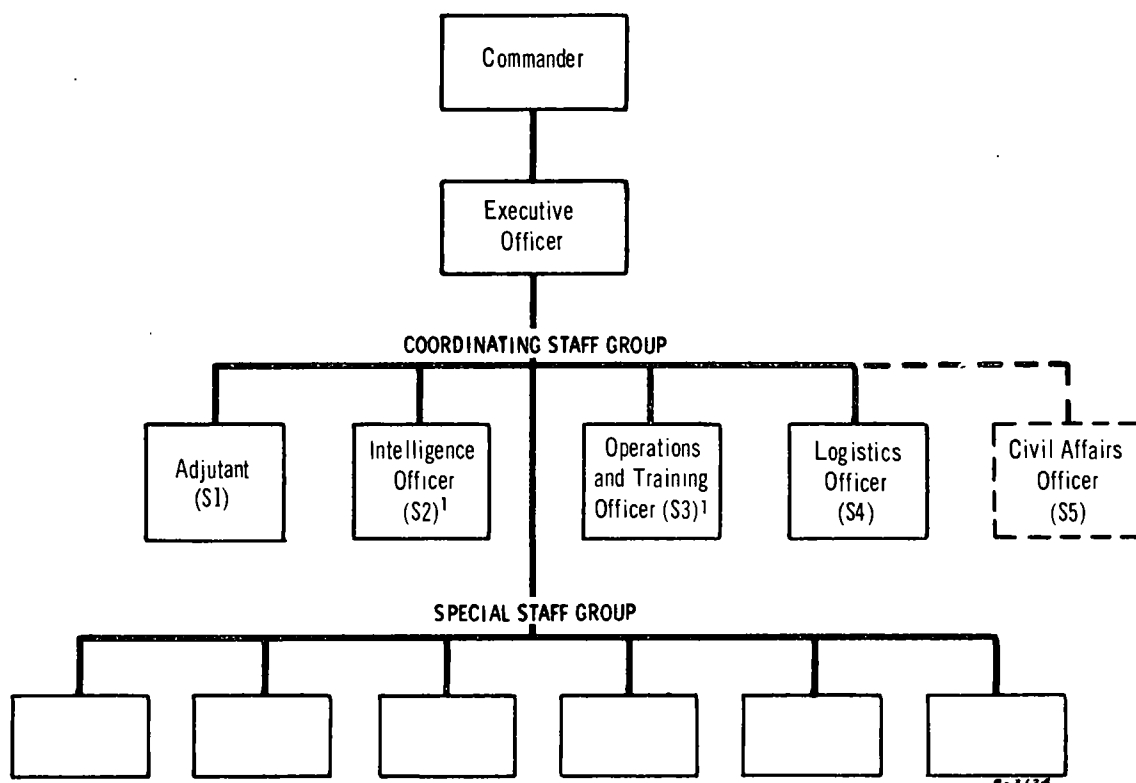
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¹In combat service support units, the functions of the S2 and the S3 are usually consolidated under one staff officer (S2/S3). Additional coordinating staff officers may be included, depending on the mission of the command.

LEGEND

- [] When authorized by the Department of the Army or the theater commander. (Normally authorized in combat brigades and battalions engaged in, or preparing for, stability operations.)

Figure 3-5. Typical smaller unit staff.

Section VI. STAFFS OF JOINT AND COMBINED COMMANDS

3-20. Joint Commands

a. Provisions in JCS Pub 2 direct that a unified command commander have a joint staff, while the commander of a specified command, a joint task force, or other type of joint command may be directed by his establishing authority to—

- (1) Form a joint staff; or
- (2) Augment his own staff by assigning or attaching thereto officers from Services other than his own in such numbers and in such appropriate positions as to give balanced representation to all Services involved.

b. A joint staff reasonably balances members, experience, influence of position, and rank among the Services concerned. The joint staff also has balance with regard to the composition and combat contribution of the forces and the character of the operations to insure that the commander has adequate assistance on the tactics, techniques, capabilities, needs, and limitations of each component part of the force. There should be a joint staff below theater level to prosecute the land battle only when significant forces of two or more Services are involved.

c. An augmented staff normally follows the structure of the staff of the commander concerned. While the augmented staff is not a joint staff, the principles for the operation of a joint staff are applicable.

d. JCS Pub 2 includes the basic principles, joint staff organization, and joint staff functions.

3-21. Combined Commands

a. Organizational principles for combined command staffs are the same as those for other types of staffs. However, there are several considerations in organizing a combined command staff. Most important is the extent of the commander's authority over national components accorded by the international agreements that establish his command. Directives must define

the commander's authority and responsibilities in exercising administrative (including logistic and disciplinary) and operational control over the combined forces. Other matters for consideration include differences in language and national interests, weapon systems, combat service support procedures, organizations, and national staff systems.

b. The type of command structure influences staff organization.

(1) One type of combined command structure groups forces by nationalities. It calls for each contributing nation to have balanced forces that can be assigned to a geographic area (fig. 3-6). When this structure is used, a combined staff is required only for the supreme allied commander's headquarters.

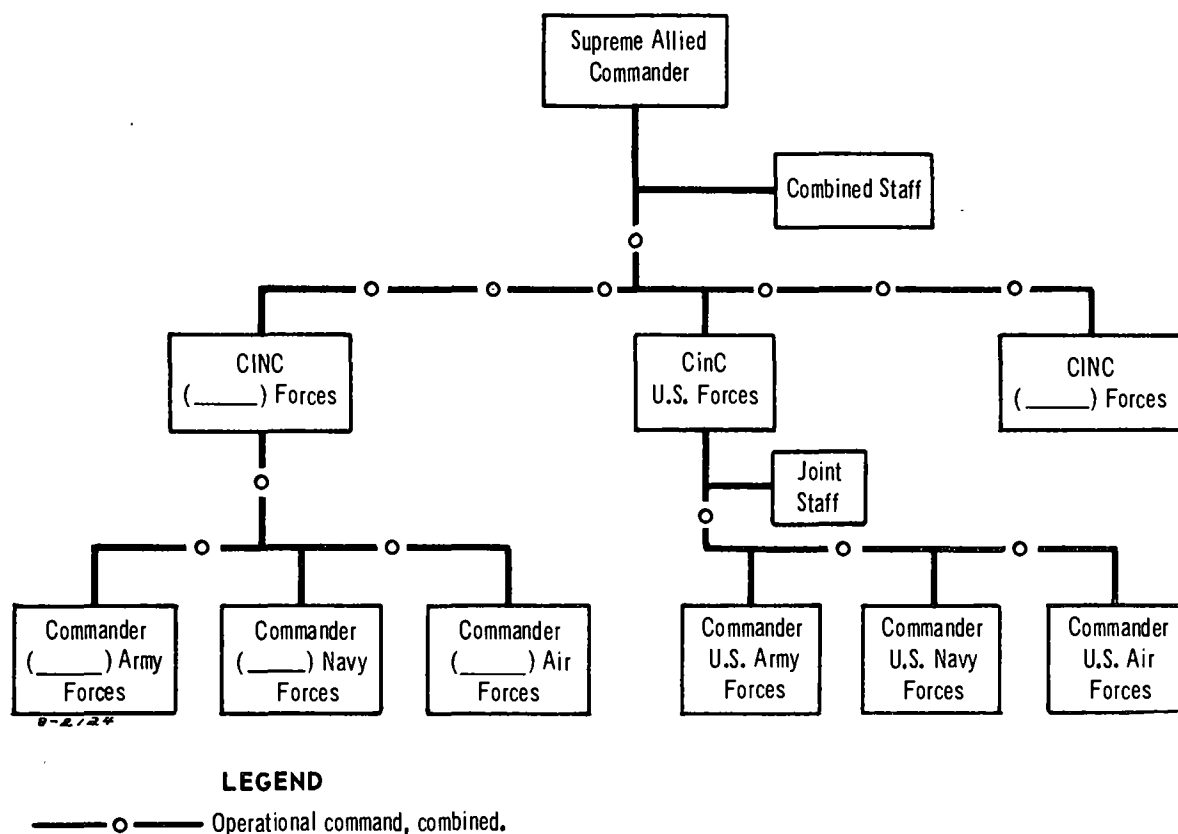
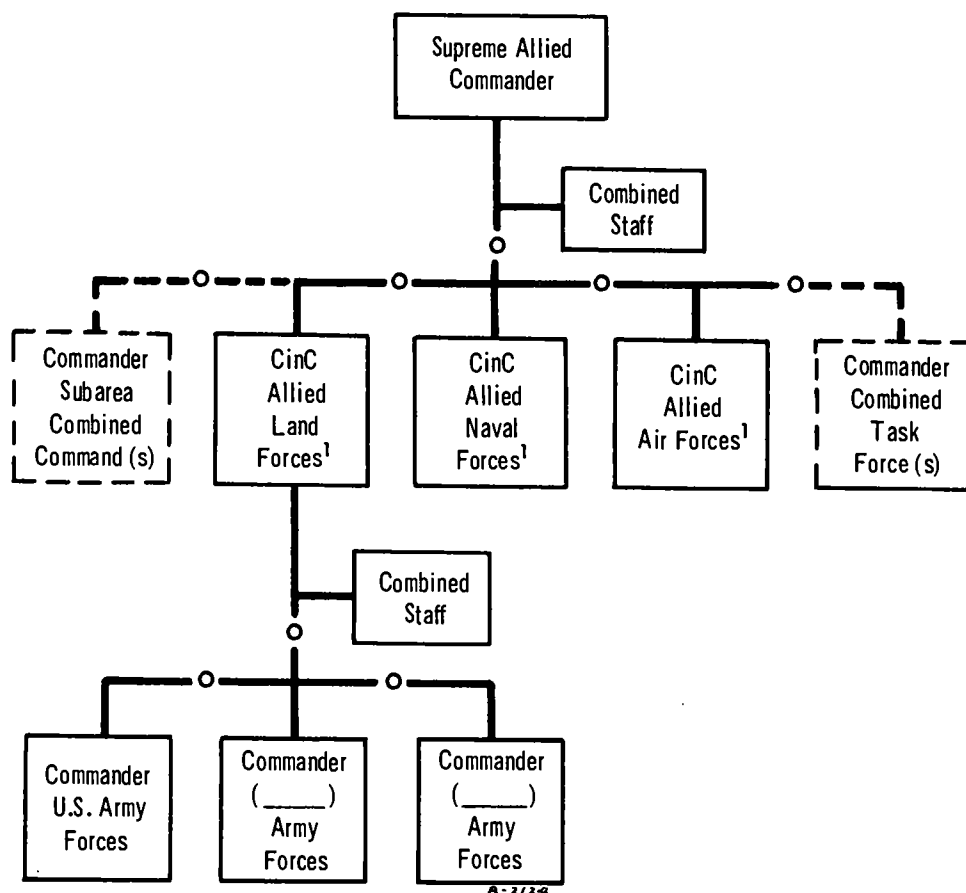


Figure 3-6. Combined command structure with national forces grouped.

(2) Another type of combined command structure groups forces by type regardless of nationality (fig. 3-7). It requires a combined staff of all participating nations down to the lowest command in which two or more nations participate in approximately equal proportion.

When grouping of forces is by type, orientation of the staff organization is on the force mission. For example, orientation of the staff organization of a combined command composed of naval forces is on the naval tasks to be performed.



¹ Composed of forces from two or more nations.

LEGEND

- Operational command, combined.
- [- - -] The supreme allied commander may establish a subarea combined command or a combined task force, consisting of significant elements from two or more nations, as required.

Figure 3-7. Combined command structure organized by type functional components.

(3) A third type of combined command structure is a combination of the two structures in (1) and (2), above. Such a structure results from dividing a portion or all of the

area of responsibility of the supreme allied commander into subarea combined commands. Within these subarea commands, grouping of forces may be by nationality or by type.

Section VII. STAFF SECTION ORGANIZATION

3-22. General

a. Section chiefs in each headquarters determine the internal organization of their staff sections, subject to command approval. The section chiefs make decisions within the authorized levels for personnel and equipment prescribed by appropriate TOE or TDA.

b. Basic factors that determine the organization of a staff section include—

- (1) The command mission.
- (2) Scope and importance of section activities.
- (3) Availability of personnel.
- (4) Preferences of the commander and the staff chief.
- (5) Requirement for echelonment of command posts.

c. Required characteristics of a staff section include—

- (1) Functional capacity.
- (2) Capability for round-the-clock operations.
- (3) Flexibility to meet peak loads.
- (4) Ability to displace to a new headquarters location without ceasing operations.

d. Normally, a staff section is authorized only sufficient personnel to carry out staff duties. The staff chief must not dissipate this strength by assigning his personnel duties that are a responsibility of another staff officer or of an operating unit.

e. The staff chief often delegates supervision of a section's specific functional activities to officers in the section. These officers have titles that indicate their responsibilities.

3-23. Emphasis in Functional Areas

Comparable staff officers of different headquarters are responsible for the same functional areas of interest. However, emphasis is on different aspects at different echelons, and the scope of required activities varies. Representative variations are shown in *a* through *f* below.

a. *Personnel Functional Area.* There are provisions for manpower management positions in the personnel section at theater army headquarters and other commands using bulk

TDA. There are no such provisions in the personnel section of a headquarters organized under a TOE. At division, TASCOT, FASCOM, and theater army headquarters, staff activities concerned with prisoner-of-war, civilian internee, civilian labor (except at division level), graves registration, and replacement functional areas are of sufficient magnitude to warrant special consideration in the organization of personnel sections. This is not true at corps, field army, and army group headquarters.

b. *Intelligence Functional Area.*

(1) Intelligence sections of tactical headquarters generally include operations, G2 air, counterintelligence, and administrative subdivisions. At field army and higher echelons, where planning is more extensive than at lower levels, there is a separate plans subdivision. The broad scope of counterintelligence operations, production of strategic intelligence, and order-of-battle intelligence also are considerations in organizing higher echelon sections.

(2) The primary concern of the intelligence functional area in combat service support commands is collection of information for counterespionage, countersubversion, and countersabotage (technical intelligence is reserved to theater army). Staff organization for intelligence is combined with operations in the ACofS, security, plans, and operations.

c. *Operations Functional Area.*

(1) In tactical command headquarters, the primary concern of the operations section is organization, training, plans, and operations. Staff activity and the emphasis on each of these functions depend largely on the command mission and the operational environment of the headquarters. For example, as the activities of the command progress from organization to training, then to operations, the operations officer correspondingly modifies the workload in the section and changes the organization of the section accordingly. However, the operations officer continually monitors all activities within his broad area of functional responsibilities. The operations section's basic

organization and capabilities must be flexible so that the section can respond to various situations and missions of the command.

★(2) Normally, the organization of operations sections is similar at comparable levels throughout tactical commands. Corps and higher echelons normally have a separate plans subdivision. At field army and higher, there usually is a separate subdivision to handle troop basis and organizational requirements. Combat service support units, other than division support command normally have separate ACoFS for services, supply, maintenance, and movements operations. Combat service support units include relatively few aspects of tactical operations in the operations functional area. In TASCOM and FASCOM headquarters staffs tactical operations and intelligence functional areas are combined in the same staff section.

★d. *Logistic Section.* The logistics section of a headquarters provides information, advice, and recommendations for establishing logistic support priorities and allocations. The section assists subordinate echelons in obtaining support and insures that the command receives logistic support in accordance with the commander's intentions.

★e. *Civil-Military Operations Section.* The primary concern of the civil-military operations section is planning, coordination, and staff supervision of political economic, social, and psychological aspects of military operations. The section has primary staff responsibility for the internal development assistance activities of the command. Staff activity and the emphasis on each of these functions depend

on the command mission and the operational environment of the headquarters. In smaller units, a civil-military operations staff officer (S5) may not be authorized; in the absence of an S5 section, the S3 normally plans and executes the necessary S5 functions. FM 41-10 and FM 33-1 contain detailed discussions of the civil affairs and psychological operation functions.

★f. *Comptroller Section.* Basic functions assigned to comptrollers include management analysis, programing processing, internal review, statistical reporting and analysis, finance services, and reports control. The scope and complexity of these functions vary from formulation of plans and policies at theater army headquarters to, when authorized, the operational control of automatic data processing facilities furnishing services to two or more organizational elements at lower levels of the combat service support command. The comptroller serves as the staff finance officer. He also has operational control of the finance and accounting office when such an office is included in the TDA or the TOE unit to which he is assigned. Comptroller sections—

(1) Obtain administrative control and account for the funds needed to secure resources and facilities of the command.

(2) Assist in the overall management of men, money, and materiel resources and facilities of the command.

(3) Participate with other staff members in establishing objectives, policies, and organization of the command.

(4) Review and assess the effectiveness of the activities of the command in relation to its mission.

letter

CHAPTER 4

RESPONSIBILITIES AND DUTIES OF STAFF OFFICERS

(STANAG 2103)

Section I. INTRODUCTION

4-1. Purpose

The material in this chapter is a *guide* to commanders in organizing their staffs. The commander's desires, his needs, and available personnel cause variations in assignment of responsibilities and duties; however, the commander should not overlook the advantages of parallel structure and organization in commands working closely together.

4-2. Scope

a. This chapter describes the principal responsibilities and duties of staff officers assigned to division or higher echelon field command staffs.

★b. This chapter also includes correlation of the responsibilities and duties of selected staff officers of units smaller than division with those of higher echelon staffs.

Section II. CHIEF OF STAFF

4-3. General

The relationship between the commander and his chief of staff normally is such that the chief of staff is able to reflect accurately the commander's desires in his absence or when the commander is involved with more important tasks.

4-4. Responsibilities

The chief of staff is the coordinator and supervisor of the staff. His role calls for directing staff activities to coordinate action and free the commander from routine details so that the commander may devote his energy to problems that merit his attention. The chief of staff—

a. Directs, supervises, and coordinates the work of the staff. His responsibilities cover—

(1) Activities of all staff members except in those specific areas reserved by the commander.

(2) Relations among the various members of the staff.

(3) Relations between the staff and subordinate units and agencies.

b. Formulates and announces the staff operating policies.

c. Keeps the commander and staff informed on matters affecting the situation.

d. Represents the commander when authorized.

e. Receives the commander's decisions and sees that they are converted into orders by—

(1) Instructing the staff to prepare and issue implementing orders.

(2) Assigning specific staff officers the task of preparing detailed plans, orders, reports, and other staff actions.

(3) Reviewing staff actions to insure that they are adequate, integrated, and designed to produce the intended results.

(4) Approving actions or obtaining the commander's approval.

(5) Alerting subordinate unit commanders to the actions that will be required of them.

(6) Receiving additional decisions from the commander when unexpected problems arise.

f. Maintains the master policy file, insures

that all instructions issued to the command agree with the commander's policies and plans, and monitors the command standing operating procedure (SOP).

g. Insures that the commander's orders and instructions to the staff are carried out.

h. Requires that all staff officers inform him of any recommendations or information that they give directly to the commander or of any instructions that they receive directly from the

commander. (Personal staff members are exempt unless the commander directs otherwise.)

i. Insures establishment of the required liaison.

j. Supervises operations of the war room, when established.

k. Exercises overall direction of the staff representatives in the tactical operations center (TOC).

Section III. GENERAL STAFF OFFICERS, TACTICAL FIELD COMMANDS

★4-5. Assistant Chief of Staff, G1, Personnel

The assistant chief of staff (ACofS), G1, personnel, is the principal staff assistant to the commander in the administration and management of individuals under U.S. military control. He also advises other staff officers and assists them in handling personnel problems in their particular functional areas. This assistance may include actual preparation of plans and some direct supervision. The G1 has primary general staff responsibility for—

a. Maintenance of Unit Strength.

(1) *Strengths.* Collecting, preparing, and presenting command strength status data and loss estimates.

(2) *Personnel records and reports.* Preparing records and reports showing the status of personnel matters in the command.

(3) *Replacements.*

(a) *Individual replacements.* Determining present and anticipated requirements; handling requisitions, allocations (according to priorities established by the commander), and administrative processing and movement of individual replacements; locating operating replacement units.

(b) *Unit replacements.* Determining the availability of unit replacements, requisitioning units (in coordination with the G3), and handling administrative processing.

b. Personnel Management.

★(1) *Personnel procedures.* Procurement, classification, reclassification, assignment, transfer, rotation, promotion, demotion, elimination, retirement, and separation of personnel.

★(2) *Prisoners of war and civilian internees.* Collection, protection, processing, evacuation, treatment, use, discipline, education, and repatriation of prisoners of war (PW) and civilian internees.

★(3) *Civilian personnel.* Procurement, administration, and utilization of civilian personnel (in coordination with the G5 for indigenous personnel).

★(4) *Safety.* Planning, developing, and supervising all aspects of safety.

★*c. Manpower Management.* These functions include—

(1) Determining military and civilian manpower requirements.

(2) Allocating manpower resources to subordinate commands and activities.

(3) Evaluating the uses of available manpower and developing policies and standards.

(4) Procuring and distributing personnel.

(5) Preparing and issuing tables of distribution and allowances (TDA).

(6) Preparing the personnel estimate.

d. Development and Maintenance of Morale.

(1) *Personnel services.* Leaves; rest and recreational facilities; character guidance; religious activities; special services; savings program; housing; voting; and postal, legal, financial (where there is no comptroller assigned), welfare, and exchange services.

(2) *Graves registration.* Supervising cemeteries, evacuation, personal effects, and ceremonies.

(3) *Casualty reporting.* Developing plans and policies for reporting casualties.

(4) *Decorations and awards.* Developing

plans and policies pertaining to decorations and awards.

★*e. Health Services.* Less medical supply and maintenance.

★*f. Maintenance of Discipline, Law and Order.* Troop conduct and appearance, control and disposition of stragglers, and military justice activities throughout the command.

g. Headquarters Management. Movement, internal arrangement, organization, security, and operation of the headquarters; allocating shelter for headquarters troops and staffs.

h. Miscellaneous. Advising on the location of the rear echelon; general educational development; dependent schools; marriage to foreign nationals; reception of visitors; personnel estimates, plans, orders, and reports; and administrative matters not specifically assigned to another general staff officer.

★4-6. ACofS, G2, Intelligence

The ACofS, G2, intelligence, is the principal staff assistant to the commander on military intelligence and counterintelligence matters. He advises and assists other staff officers on the intelligence and counterintelligence phases of the functional areas for which they are responsible. This assistance may include actual preparation of plans or orders. In addition to his staff functions, the G2 has certain operational functions pertaining to counterintelligence activities and the production of intelligence. (A discussion of these functional areas is in app B, sec II.) The G2 has primary general staff responsibility for—

a. Production of Intelligence. Collection of information, processing of information into intelligence, and distribution of intelligence. This includes—

★(1) Recommending essential elements of information (EEI).

(2) Preparing plans and orders for target acquisition, combat surveillance and reconnaissance, and other information collection activities.

(3) Supervising and coordinating the command's information collection activities, including air reconnaissance and surveillance; interrogating PW, refugees, civilians, escapees, and evaders.

(4) Integrating the information collection efforts of other Army elements, other Services, and civilian and military elements of other nations with the effort of the command.

(5) Supervising and coordinating weather data collection.

(6) Supervising and coordinating predictions of fallout from enemy-employed nuclear weapons and coordinating chemical and biological (CB) detection and radiological surveys.

(7) Processing information into intelligence. This includes recording, evaluating, and interpreting information.

★(8) Distributing information and intelligence. Commonly used means include intelligence estimates, summaries, and annexes; periodic intelligence reports; analyses of the area of operations; and studies.

(9) Directing the collection of technical information and the processing of this information into technical intelligence material. Details on the technical intelligence effort are in FM 30-16.

(10) Exercising staff supervision over the signal intelligence resources that are attached or under the operational control of the commander.

b. Use of Intelligence and Information.

(1) Estimating how the characteristics of the area of operations will affect friendly and enemy courses of action.

(2) Estimating enemy capabilities and vulnerabilities and the course of action that the enemy is likely to pursue.

(3) Preparing intelligence estimates, annexes, reports, summaries, and studies.

c. Counterintelligence. Planning, coordinating, and supervising efforts to neutralize enemy (or potential enemy) surveillance, reconnaissance, and other intelligence activities and protecting information against espionage, personnel against subversion, and installations or materiel against sabotage. Specific responsibilities include—

(1) Participating in planning and carrying out countersurveillance to prevent hostile surveillance of friendly forces, installations, or areas.

(2) Planning and implementing (through intelligence and other military and civilian

agencies) all offensive and defensive measures to counter or to neutralize hostile espionage, sabotage, and subversion.

(3) Requesting loyalty investigations on U.S. or alien military and civilian personnel and other investigations as required in (2) above.

(4) Recommending censorship policy and planning and supervising intelligence aspects of censorship, except field press censorship.

(5) Recommending signal security policy.

d. Miscellaneous.

★(1) Considering intelligence aspects of and providing input to the appropriate staff section concerning—

(a) Unconventional warfare (UW), electronic warfare (EW), and civil-military operations (CMO).

(b) Employment of nuclear, biological, and chemical weapons, to include enemy capabilities and employment and enemy reaction to friendly employment.

(c) Denial operations and barriers.

(b) Cover and deception operations.

(e) Camouflage operations.

(2) Directing mapping and related activities by—

(a) Determining map requirements and preparing plans, policies, and priorities for the command mapping program and by directing and coordinating military mapping activities (acquisition, production, reproduction, and distribution of maps).

(b) Recommending, in coordination with the engineer, engineer topographic troop assignments.

4-7. ACofS, G3, Operations

The ACofS, G3, operations, is the principal staff assistant to the commander in matters pertaining to organization, training, and primary mission operations. He also advises and assists other staff officers in the operational aspects of their particular activities. The G3 has primary general staff responsibility for—

★*a. Organization.*

(1) Developing and maintaining the troop basis, including review and revision to insure assignment of the numbers and types of units

needed to support and accomplish the mission (includes compiling the troop list).

(2) Organizing and equipping units; estimating the numbers and types of units to be organized and the priority for phasing in or replacing personnel and equipment in the units.

(3) Assigning, attaching, and detaching units, detachments, or teams.

(4) Receiving units, detachments, or teams and orienting, training, and reorganizing them as necessary.

(5) Mobilizing, demobilizing, activating, and inactivating units.

b. Training.

(1) Preparing and carrying out training programs, directives, and orders and planning and conducting field exercises.

(2) Determining requirements for and allocation of training aids and facilities, including training ammunition.

(3) Organizing and conducting schools.

(4) Planning and conducting training inspections and tests.

(5) Compiling training records and reports.

c. Operations.

(1) Preparing the operation estimate.

★(2) Making recommendations on primary mission operations during both planning and execution, concerning—

(a) Task organization.

(b) Integration of fire and maneuver.

★(c) Use of combat support means (less intelligence, counterintelligence and CMO).

(d) Allocation of and authority to expend special ammunition.

(e) Basic loads.

(f) Special ammunition load.

(g) Required supply rate of ammunition.

★(h) Priorities for allocating critical resources of the command, including personnel, supplies, and equipment.

(i) Determination of need for unit replacements.

(3) Preparing, authenticating, and publishing the command SOP.

(4) Coordinating the use of airspace.

(5) Integrating combat support from other Army elements and other Services with

the command's combat and combat support operations.

(6) Supervising overall command security.

(7) Organizing and employing control and assessment teams.

(8) Supervising tactical troop movements and publishing the movement order.

(9) Designating areas for bivouacking, quartering, and staging units.

(10) Recommending the general locations of command posts.

(11) Establishing boundaries.

★(12) Preparing, authenticating, and publishing operation orders, including review and integration into the orders of annexes and appendixes prepared by other staff officers.

(13) Preparing operational records and reports.

(14) Supervising and coordinating TOC operations.

(15) Exercising staff supervision over electronic countermeasure (ECM) resources of the supporting United States Army Security Agency (USASA) unit.

★(16) Coordinating electronic warfare support of tactical operations.

★*d. Planning.*

(1) Maintaining a current estimate of the situation in coordination with other staff officers.

(2) Preparing and coordinating operation plans, including review and integration into the plans of annexes and appendixes prepared by other staff sections.

(3) Reviewing plans of subordinate units.

4-8. ACofS, G4, Logistics

The ACofS, G4, logistics, is the principal staff assistant to the commander in matters pertaining to the provision of supply, maintenance, transportation, and miscellaneous logistic support to the command. He must maintain close and continuous coordination with the support command commanders, who are responsible for logistic support operations. The G4 also advises other staff officers and assists them in logistic matters in their respective areas of responsibility. This assistance may include the actual preparation of plans or orders. The G4

sees that adequate technical channels exist for combat service support functions within his broad functional area. The G4 has primary general staff responsibility for—

a. Supply.

(1) Determining supply requirements.

(2) Requisitioning, procuring, storing, and distributing supplies and equipment and maintaining materiel records.

(3) Insuring that security for supplies and equipment in depots or other storage areas is adequate.

(4) Supervising the distribution of critical combat weapons, munitions, and equipment according to priorities established by the commander.

(5) Recommending prescribed loads.

(6) Managing nuclear weapon supplies.

(7) Collecting and disposing of excess, surplus, salvage, and captured enemy supplies.

b. Maintenance.

(1) Determining materiel maintenance and overhaul or repair requirements.

(2) Supervising maintenance activities.

(3) Determining adequacy of maintenance organization, personnel, skills, training, tools, test equipment, facilities, and repair parts.

(4) Determining adequacy of materiel readiness.

★*c. Movements.*

(1) Planning and coordinating transportation used in combat service support activities and administrative troop movement.

(2) Controlling transportation movements, use of highways, and surface traffic.

(3) Coordinating airlift used to support combat service support operations.

(4) Preparing instructions pertaining to highway regulation, to include circulation and traffic control.

d. Services. Logistic services not covered by *a* through *c* above to include—

(1) Constructing facilities and installations, except fortifications and signal communications.

(2) Acquiring, allocating, administering, and disposing of real estate, to include billets and shelters.

(3) Property control.

(4) Food service.

(5) Fire protection.

★*e. Miscellaneous.*

(1) Determining the adequacy and recommending employment of logistic support units.

(2) Determining requirements for additional logistic support units.

(3) Establishing priorities for employment of logistic support units.

(4) Determining requirements for use of local civilians, PW, and civilian internees in logistic support operations.

(5) Recommending service areas and location and movement of logistic support units.

(6) Preparing logistic estimates, reports, and plans.

(7) Preparing, authenticating, and distributing the administrative/logistics order and the administrative/logistics overlay and preparing paragraph 4 of the operation plan or order.

(8) Supervising preparation of plans for area damage control.

(9) Supervising the nuclear accident and incident program.

★4-9. **ACofS, G5, Civil-Military Operations**

The ACofS, G5, civil-military operations (CMO) officer is the principal staff assistant to the commander in all matters pertaining to political, economic, social and psychological aspects of military operations. He has primary staff responsibility for those actions embracing the relationship between the military forces and civil authorities and people in the area of operations to include internal development assistance activities and for those actions in which PSYOP techniques are used to support the achievement of command objectives by creating in target groups the emotions, attitudes, or behavior desired. In the performance of these functions, he is responsible for—

a. Advising, assisting, coordinating, and making recommendations that relate to CMO to include the civil affairs (CA) and psychological aspects of current or proposed operations.

b. Preparing plans and recommending policies and procedures for CMO activities, including military government, when appropriate.

c. Preparing estimates and conducting studies and analyses for CMO activities.

d. Preparing the portions of operation and administrative/logistics plans and orders concerning CMO activities.

e. Determining the requirements for resources to accomplish CMO activities of the command to include CA and PSYOP units and personnel.

f. Staff supervision of CA and PSYOP units that are attached or under operational control of the command and of CMO activities of other units of the command.

g. Coordinating procurement of indigenous resources.

h. Coordinating CA functions of command in the field of government, economics, and sociology.

i. Recommending CA policy concerning obligations between civil and military authorities arising from treaties, agreements, international law, and U.S. policy.

j. Advising on matters pertaining to the civil population, local Government, institutions, economy, and economic resources available for military use.

k. Coordinating civil support for tactical and combat service support operations and for preventing civilian interference with these operations.

l. Coordinating and supervising community relations for the command in theaters of operations.

m. Coordinating military support of populace and resources control programs.

n. Advising on CBR plans and operations impacting on CMO.

o. Evaluating enemy PSYOP efforts in order to identify vulnerabilities and to measure the effectiveness of friendly propaganda.

p. Providing technical advice and assistance in the reorientation of defectors and prisoners of war.

q. Establishing and maintaining close and continuing relations in support of other U.S. Government agencies having proponentcy for CMO related activities, and effecting necessary coordination to insure adherence to policy and integration of effort.

r. Coordinating military support of civil defense in the area of operations.

★4-10. ACofS, Comptroller

The ACofS, comptroller, is the principal staff assistant to the commander in management and financial matters. These matters include allocation and use of resources, progress and statistical reporting and analyses, cost analysis, financial services, and overall management of the command. The comptroller usually assists the chief of staff in programing and program coordination. He also advises other staff officers on management and financial matters for which they are responsible and may provide staff assistance to them in preparing plans and orders. The functional areas and specific activities for which he has primary general staff responsibility are indicated in *a* through *f* below.

a. Financial Services. Supervising financial and property accounting, internal review, audits of nonappropriated funds, and other activities related to finance and arranging for the provision of financial services.

b. Progress and Statistical Reporting and Analyses. Providing integrated and independent progress and statistical reports and analyses of command programs, to include quantitative and qualitative evaluations of programed

objectives, progress made in meeting these objectives, and effectiveness of use of resources. Preparing statistical data and controls reports for command use or for submission to higher headquarters.

c. Management Analysis. Analyzing organizations and management systems and procedures, proposing ways to improve them, and providing analytical techniques such as work simplification, work measurement, and operations research.

d. Programing/Budgeting. Coordinating the development, execution, evaluation, and revision of the command operating program/budget and integrating the various functional area inputs to produce a balanced overall program.

e. Cost Analysis. Preparing or supervising the preparation of cost analyses and estimates for use in planning, programing, and budgeting, which are all part of the decisionmaking process.

★f. Automatic Data Processing. Managing automatic data processing (ADP) resources. Monitoring the allocation and use of ADP equipment (ADPE). The comptroller may be assigned operational control of ADP facilities servicing two or more organizational elements.

Section IV. GENERAL STAFF OFFICERS, THEATER ARMY SUPPORT COMMANDS**4-11. ACofS, Personnel**

(See para 4-5)

4-12. ACofS, Security, Plans, and Operations

The ACofS, security, plans, and operations, is responsible for—

a. Preparing broad planning guidance, policies, and programs for command organizations, operations, and functions.

b. Developing and maintaining the troop basis, including review and revision to insure assignment of the number and types of units needed to support and accomplish the mission.

★c. Preparing, authenticating, and publishing the command operation orders to include review and integration into the orders of annexes and appendixes prepared by other staff officers.

d. Developing policies and guidance for the

training of the command and evaluating this training.

e. Coordinating displacements of subordinate commands and assignment of facilities.

f. Supervising overall command security.

★g. Developing broad plans and policies for collecting information for counterintelligence (counterespionage, countersubversion, and countersabotage) and intelligence purposes, levying information collection requirements within the command and disseminating intelligence.

h. Developing policies and reviewing plans for rear area protection (RAP) and physical security.

i. Developing plans and requirements for terrain studies, mapping, charting, and allied topographic fields.

j. Coordinating the collection and distribution of weather data.

k. Coordinating signal communications operational functions of the command.

★4-13. ACofS, Services

The ACofS, services, is responsible for—

a. Preparing planning guidance and policies in his areas of interest and preparing or reviewing plans and coordinating requirements and activities for decontamination, post exchange, graves registration, food service, repair and utilities, fire protection, real estate, topography, laundry, bath, clothing exchange, renovation, construction and nuclear, biological, and chemical service. An exception is general chemical laboratory support.

b. Preparing guidance for accomplishing the services base development plans, and troop basis for future operations.

c. Determining requirements and recommending priorities for the provision of necessary services.

d. Developing long-range plans for services and engineering support, to include requirements for combat service support troops, in his primary areas of interest. Planning for the development, use, and incorporation of civilian and military resources in the theater army support system.

★4-14. ACofS, Supply

The ACofS, supply, is responsible for—

a. Preparing guidance for the supply portion of support plans, base development plans, and troop basis for future operations.

b. Establishing supply policies on procurement, salvage, and disposal for subordinate commands.

c. Establishing supply levels.

d. Recommending policies, priorities, allocations, and criteria for controlled items.

e. Reviewing summary management reports (computer printouts) to insure that supply plans and policies are being carried out and to determine the efficiency of supply activities.

4-15. ACofS, Maintenance

a. The ACofS, maintenance, is responsible for—

(1) Preparing planning guidance and policies for maintenance operations.

(2) Reviewing, analyzing, and evaluating materiel status reports.

(3) Establishing uniform procedures for the collection and presentation of maintenance management information.

(4) Formulating guidance for the development of inspection plans to insure efficient theater army maintenance support.

(5) Reviewing priority schedules for the reconditioning or the overhauling of materiel to meet theater army requirements for the present and the predictable future.

★(6) Maintaining close liaison with the ACofS, supply, and the ACofS, security, plans, and operations, to keep informed of the status of items in short supply and to insure that the maintenance effort is directed in a manner that contributes to accomplishment of the mission.

(7) Establishing maintenance standards for inspection and distributing these data to subordinate commands.

(8) Establishing and distributing materiel evacuation instructions and condition standards and policies for the collection and evacuation of materiel.

b. Details on the functions of the ACofS, maintenance, composition of the staff maintenance section, and operational procedures are in FM 29-20.

4-16. ACofS, Movements

The ACofS, movements, is responsible for—

★a. Developing planning guidance and policies for the command's transportation activities, to include movement control; highway traffic regulation; motor, rail, air, and water transportation; and ocean and inland terminal services. Reviewing completed plans and coordinating the transportation activities of the command.

b. Preparing guidance for the transportation portion of theater army support plans, base development plans, RAP plans, and troop basis for future operations.

★c. Preparing planning guidance and policies and reviewing completed plans for the command's traffic control activities. (MP units of the area support command perform the traffic control activities.)

d. Developing and recommending allocation

and use of existing theater army transportation resources.

e. Providing the required coordination and liaison with the Air Force and the Navy for use of allocated transportation and Army transportation support to the other Services.

★*f.* Establishing policies and guidance for acquiring and using local transportation resources and those of host or allied nations.

g. Developing long-range requirements for transportation service and support troops;

planning for developing and using military and civilian resources; and planning for incorporating both in the theater army support system.

4-17. ACofS, CMO

(See para 4-9)

4-18. ACofS, Comptroller

(See para 4-10)

Section V. GENERAL STAFF OFFICERS, FIELD ARMY SUPPORT COMMAND

4-19. ACofS, Personnel

(See para 4-5)

4-20. ACofS, Security, Plans, and Operations

(See para 4-12)

4-21. ACofS, Services

The ACofS, services, is responsible for—

a. Preparing policies, plans, and programs and coordinating and supervising activities pertaining to engineering services as they apply to combat service support. He also is responsible for supervising activities pertaining to decontamination, post exchange, graves registration, food service, repair and utilities, fire protection, laundry, bath, clothing exchange, and renovation.

b. Developing the services portion of command orders.

c. Developing and making recommendations for the troop basis and changes to TOE's pertaining to services units.

d. Developing and recommending priorities, in conjunction with other coordinating staff sections, for the services provided.

e. Developing and coordinating requirements for real estate and field installations for the command and preparing plans for their acquisition, allocation, and use.

f. Reviewing policies governing hasty burials; recommending the numbers and locations of field army cemeteries; and providing policies and procedures on evacuation of remains and personal effects.

g. Developing policies and plans for the

provision and location of laundry and bath facilities, frequency of usage, and criteria for the establishment of clothing exchange operations.

h. Developing policies and plans for post exchange operations, including locations, area coverage, and scope of operations. He also is responsible for making recommendations pertaining to criteria and procedures for gratuitous issues, as appropriate.

4-22. ACofS, Supply

The ACofS, supply, is responsible for—

a. Developing policies, plans, and programs for and coordinating and supervising supply activities, to include salvage and property disposal.

b. Developing the supply portion of command orders.

c. Supervising the inventory control center and establishing policies and criteria for management and operation of the stock control centers of subordinate commands.

d. Establishing supply levels based on directives of higher headquarters.

e. Issuing controlled items in accordance with priorities, allocations, and established criteria.

f. Balancing supply levels among support brigades in consonance with requirements of the tactical situation.

g. Coordinating and supervising command procurement to insure compliance with policies of higher headquarters.

h. Developing policies, plans, and criteria for and supervising the operation of scheduled supply or automatic supply, as appropriate.

★*i.* Coordinating throughput policies and criteria.

★*j.* Coordinating supply plans and requirements that pertain to use of reparable assets to meet supply plans and requirements.

k. Reviewing summary management reports (computer printouts) to evaluate the efficiency of supply functions and to insure that supply policies, plans, and programs are being carried out effectively.

l. Reviewing and approving supply procedures (requisition, issue, storage, and accounting) and modifications thereto.

m. Developing and promulgating criteria and processing procedures for emergency requisitions.

n. Developing and promulgating criteria for the determination of requirements and consumption factors, analysis of demand data, and development of stockage lists.

o. Reviewing and approving proposed stockage lists and policies for subordinate commands at general support level.

p. Developing and making recommendations for the troop basis and changes to TOE pertaining to supply units.

4-23. ACofS, Maintenance

The ACofS, maintenance, is responsible for—

a. Developing plans, policies, and programs for maintenance activities and coordinating and supervising these activities.

b. Developing the maintenance portion of command orders.

c. Supervising the maintenance management center and establishing policies and criteria for maintenance management centers of subordinate commands.

d. Developing policies and guidance for establishing uniform procedures for the collection, analysis, reporting, and presentation of maintenance management information and for the purposes of the Army Equipment Records System.

e. Developing policies and plans for the collection and evacuation of materiel, to include evacuation instructions and condition standards.

f. Recommending maintenance standards for inspection.

★*g.* Developing policies and plans for evaluating, the materiel readiness of the command, maintaining cognizance thereof, and making recommendations for its improvement.

★*h.* Establishing and reviewing priority schedules for repair of materiel to insure that the maintenance effort is in consonance with supply requirements and items in short supply.

i. Developing and making recommendations for the troop basis and changes to TOE's pertaining to maintenance units.

★*j.* Recommending policies, plans, and procedures for balancing maintenance resources, as required, and for providing technical assistance and data to maintenance units.

k. Reviewing summaries of equipment improvement recommendations and developing recommendations, policies, and plans to insure corrective action.

★*l.* Coordinating maintenance plans to insure availability of parts and assemblies for scheduled programs.

4-24. ACofS, Movements

The ACofS, movements, is responsible for—

a. Developing plans, policies, and programs for movements and transportation service, and coordinating and supervising this service.

b. Developing the transportation portion of command orders.

c. Supervising the movement control center and establishing policies and criteria for management and operation of the movement control centers of subordinate commands.

d. Making recommendations for the troop basis and changes to TOE pertaining to transportation and allocations of transportation means.

e. Recommending movement priorities and allocations of transportation means.

f. Developing policies and criteria for the activities of traffic headquarters, to include provision of policies and criteria concerning the traffic circulation plan, traffic control plan, and route classification and coordinating and supervising these activities. He also is responsible for reviewing the traffic circulation plan and traffic control plan and recommending priorities for use of time and space on the controlled road network.

★*g.* Establishing policies and criteria for development of the movement control plan and program and coordinating throughput policies.

h. Developing requirements for transportation and terminal transfer operations.

★*i.* Coordinating with higher headquarters and supporting elements regarding policy for employment of transportation resources, establishment of interrelated movement procedures,

and coordination of movement plans in support of future operations.

4-25. ACofS, CMO
(See para 4-9)

4-26. ACofS, Comptroller
(See para 4-10)

Section VI. OTHER STAFF OFFICERS

4-27. General

a. This section includes listings of the responsibilities and duties that may be assigned to other staff officers who may serve on field command staffs. Not every command will have all the staff officers indicated in this section; thus, in applying any specific list to a given staff, the echelon of the headquarters and the scope of its command and control functions are considerations. Modifications required at various echelons are indicated. Other variations in the extent of staff operations at certain field command headquarters are in paragraphs 4-57 through 4-62.

b. The staff officers listed herein may be special staff officers or members of a coordinating staff section, or the commander may designate them personal staff officers. Specialists integrated into the coordinating staff provide advice and assistance in their technical areas of interest.

c. Although staff officers may perform specified functions of command over designated units, the responsibilities and duties contained in succeeding paragraphs pertain only to their performances as staff officers.

d. Officers besides the staff officers included in this section advise and assist the commander. These officers include liaison officers, commanders of elements supporting the command, and representatives from other Services who serve in staff capacities. The naval gunfire liaison officer, the air liaison officer, and the weather officer are examples of representatives from other Services specifically provided to perform staff duties.

4-28. Adjutant General

The AG is assigned operational and technical supervision responsibilities for the following administrative and personnel services:

a. ADP services that furnish data concerning—

(1) Personnel rosters, strength returns, classification reports, locator cards, personnel loss reports, PW status reports, and other required personnel reports and statistics.

(2) Organizational status reports and statistics, including station lists.

(3) Other personnel and administrative missions, as required.

b. Forms management services, including design and control of local and command forms.

c. Records management services, to include—

(1) Mail management, including internal communications control, headquarters mailrooms, distribution centers, and messenger service for nontactical unclassified and classified material.

(2) Correspondence management, including quantity and quality control.

(3) Files management, including initiation, storage, and disposition.

d. Publications management services, including—

(1) Authentication, publication, and distribution of all orders and instructions except combat orders, certain technical instructions, and instructions issued by special staff officers in their capacity as commanders.

(2) Procurement, storage, and distribution of publications and blank forms.

★(3) Monitoring pinpoint distribution.

e. Printing and reproduction services, in-

cluding supervision of field printing plants, control of contract field printing, and operation of reproduction services for the headquarters.

f. Reports control and standardization services in commands not having a comptroller.

g. Military personnel management services, including—

- (1) Procurement, to include recruiting, enlistment, and reenlistment.
- (2) Personnel testing.
- (3) Classification and reclassification.
- (4) Assignment and reassignment.
- (5) Evaluation.
- (6) Promotion and reduction.
- (7) Maintenance of personnel records (except leave and pay).

(8) Separation, to include retirement, discharge, transfer, and elimination.

h. Welfare and morale services, including—

(1) Casualty reporting and related actions, such as line-of-duty determinations, letters of sympathy and condolence, and survivor assistance.

(2) Decorations and awards.

(3) Absences.

(4) Personal affairs counseling, to include dependent affairs.

(5) Postal services.

(6) Special services, to include entertainment; crafts; library; service club; sports; and rest, leave, and recreational activities.

(7) Bands.

i. Personnel and administrative training.

4-29. Aide-De-Camp

The aide-de-camp is a personal staff officer. He—

a. Coordinates the personal activities of the commander.

b. Maintains a schedule of events to assist the commander in apportioning his time and insuring appropriate coordination of his personal activities and command responsibilities.

c. Provides for the personal comfort and security of the commander.

d. Coordinates the activities of other personnel provided for the commander's personal use; e.g., assistant aides, cook, driver, clerk.

4-30. Air Defense Officer

The AD officer—

a. Determines requirements for air defense artillery (ADA) units and recommends their allocation to subordinate units and the command relationship between the subordinate units and supporting ADA units.

★*b.* Recommends to the G3 the allocation of nuclear weapons for AD missions, after coordination with the G4, recommends to the G3 the special ammunition load for AD units.

c. Recommends AD priorities.

d. Prepares the AD portion of plans.

e. Prepares the AD portion of the command SOP.

f. Coordinates the establishment and functioning of an AD intelligence system.

g. Prepares the AD portion of the training program and supervises AD training of the command.

h. Insures coordination of Army AD operations within the force and with area and regional AD commands, AD elements of other Services, and allies in the area of operations.

i. Participates in planning and coordinating the use of airspace with aviation and other staff members as appropriate.

j. Assists other staff elements in analyzing enemy AD capabilities and determining measures to counter or evade.

k. Monitors the readiness status of AD units.

l. Monitors the condition of AD equipment and advises the commander and appropriate staff elements on associated maintenance problems.

m. Advises on air defense electronic warfare operations in coordination with other staff elements.

n. Plans and supervises electronic warfare operations within air defense to include assisting in the preparation of the electronic warfare annex to operations plans and orders.

4-31. Artillery Officer

The artillery officer—

a. Advises on artillery fire support matters, artillery, target acquisition, and deception operations by artillery.

b. Determines requirements for artillery fire

support means and recommends the artillery task organization.

c. Provides information on the status of artillery ammunition on hand, recommends to the G3 the artillery ammunition required supply rate, provides an estimate of the adequacy of the artillery ammunition available supply rate, and recommends the available supply rate for subordinate commands.

d. Recommends the allocation or the authorization for expenditure of nuclear weapons for artillery missions and also recommends the artillery special ammunition load for artillery units, subordinate units, supply points, and depots, as appropriate.

e. Assists in the preparation of operation plans and orders, to include preparation of the artillery fire support appendix to the fire support annex.

f. Provides for target analysis and damage assessment of nuclear weapons employed on surface targets by artillery units of friendly forces.

g. Coordinates artillery survey within the command and with higher and adjacent commands.

h. Studies and evaluates enemy artillery capabilities.

i. Prepares the artillery portion of the training program and exercises staff supervision over artillery training throughout the command.

j. Monitors the maintenance condition of artillery equipment and advises the commander and responsible staff personnel on related problems.

k. Coordinates artillery target acquisition within the command and with higher and adjacent commands.

4-32. Aviation Officer

The aviation officer—

a. Exercises staff supervision over technical and flight aspects of administration, training, safety, and operations of Army aviation units.

b. Monitors the maintenance of aircraft and advises the commander, responsible staff personnel, and major subordinate commanders on the condition of equipment.

c. Prepares the aviation portion of the train-

ing program and exercises special staff supervision over aviation training in the command.

d. Plans and supervises the following Army aviation operations:

(1) Employment of aviation in combat and combat support operations.

(2) Establishment and operation of the air traffic regulation system.

e. Assists the staff in preparing aviation portions of estimates, plans, orders, and reports.

f. Prepares the aviation portion of the air movement plan; and in conjunction with the AD officer and other appropriate agencies, assists in developing the airspace utilization plan.

g. Coordinates with transportation and movements staff personnel in matters requiring Army aircraft for combat service support operations.

4-33. Chaplain

a. The chaplain—

(1) Advises on morality and morale, as affected by religion, and on the assignment, promotion, transfer, replacement, and other matters concerning command chaplains and their enlisted assistants; on the impact of religions of non-U.S. populations on the command mission and on U.S. interests and objectives; on the use of appropriated and nonappropriated chaplain funds; and on the procurement and employment of auxiliary chaplains.

(2) Coordinates the religious activities of the command, including area and denominational coverage and ministry to mass casualties; religious ministrations to hospitalized members of the command, prisoners in confinement or under arrest, PW, civilian internees, and refugees; the religious education program; and with the appropriate staff agency for procurement, storage, issue, and distribution of chaplain supplies.

(3) Supervises and coordinates personnel and training matters pertaining to chaplains, to include training of lay leaders, character guidance instructions and training conferences, and comparative religion instructional training conferences. He also supervises and coordinates the maintenance of the section's policy

files and records and those in the sections of subordinate chaplain elements.

(4) Provides religious services and classes and the chaplain portion of contingency plans, to include assistance of chaplain personnel in handling mass casualties.

(5) Establishes liaison with chaplains of higher, adjacent, and subordinate headquarters and with chaplains of other Services and forces of allied nations, as appropriate. He also establishes liaison with various churches, civilian and religious organizations, and other groups that assist in activities related to religion and morality and coordinates their religious activities in the command.

(6) Assists in integrating the principles of good citizenship, moral behavior, and code of conduct into the command and in implementing the character guidance program.

b. In major combat service support command headquarters, the senior chaplain is assigned to the office of the ACofS, personnel, and is authorized direct access to the commander on matters of command interest.

4-34. Chemical Officer

a. The chemical officer—

(1) Assists in planning and coordinating the use of nuclear biological, and chemical weapons.

(2) Plans and recommends requirements for chemical troops and the employment thereof.

★(3) Prepares the CBR portion of the training program and exercises staff supervision over CBR training throughout the command.

★(4) Exercises technical supervision over CBR activities throughout the command.

(5) Plans and supervises the following CBR and nuclear activities:

★(a) Coordination of CBR operations with other combat support and combat service support operations.

(b) Performance of CB target analysis and munition requirement computations.

(c) Receipt, collation, evaluation, and distribution of NBC reports.

(d) Preparation and distribution of effective wind messages.

(e) Receipt of NBC strike reports and assessment of effects for all enemy and friendly strikes, as required.

(f) Coordination of chemical detection and radiological surveys with higher, lower, and adjacent units and control of radiological surveys, as required.

★(g) Planning and coordination of the collection of CBR contamination information.

★(h) Collation, evaluation, and distribution of CBR contamination data.

★(i) Provision of advice on the impact of CBR contamination on tactical and logistic operations.

★(j) Maintenance of the CBR situation map.

(k) Maintenance of radiation-dose status chart of subordinate and attached units.

★(l) Provision of advice on CBR intelligence matters and coordination with the intelligence element of the headquarters concerned on all matters related to CBR intelligence.

(m) Provision of advice and recommendations pertaining to the use of defoliants and herbicides in support of tactical operations.

(n) Provision of advice on smoke operations.

(o) Provision of data on the casualty-producing effectiveness of and degree of hazard from CB attacks.

(6) Advises on CBR and nuclear defense.

(7) Assists in planning chemical participation in denial operations and barriers.

(8) Provides fallout predictions, as required.

(9) Plans and supervises measures to avoid or reduce the effects of enemy nuclear and CBR attacks.

★(10) Supervises the chemical, biological, and radiological element (CBRE) activities.

b. Further information on the responsibilities and functions of staff chemical officers is contained in FM 3-1 (Test) and FM 21-40.

4-35. Civilian Personnel Officer

The civilian personnel officer—

a. Advises the commander, staff, and units on management and administration of civilian employees. He is assigned special staff and op-

erational responsibilities for the administration of laws and regulations that govern employees of the U.S. Government, in accordance with Department of the Army civilian personnel regulations. In coordination with other staff elements in foreign areas, he develops employment conditions and policies on use of non-U.S. citizen employees and, where appropriate, participates in negotiations with host countries on labor agreements.

b. Supervises administration of civilian personnel management activities in the command, to include—

(1) Recruitment and placement.

(a) Administering recruitment, promotion, and career assignment systems.

(b) Carrying out Army policies governing qualifications, placement, and other employment matters.

(2) Position and pay management.

(a) Advising on assignment of duties to provide an economical and efficient position structure.

(b) Classifying civilian positions in accordance with applicable legislation and regulations.

(c) Carrying out Army policies and applicable laws governing pay and other compensation.

(3) Training and development.

(a) Conducting training and development programs in coordination with employee supervisors.

(b) Orienting new employees on employment conditions and installation facilities.

(4) Employee-management relations.

(a) Advising on supervisor-employee relations, disciplinary actions, and grievances.

(b) Maintaining contact with organized employee groups and undertaking the resolution of labor problems.

(c) Evaluating employee services, facilities, and working conditions in coordination with other staff officers concerned.

(5) Official personnel records. Maintaining official personnel folders and records required by civilian personnel regulations.

c. Develops, in coordination with other staff officers concerned, plans and standby directives prescribing procedures for procurement, use,

and administration of the civilian labor force in the CONUS and for use of local labor in foreign areas in an emergency.

★4-36. Dental Surgeon

The dental surgeon—

a. Coordinates dental activities with the surgeon.

b. Exercises staff supervision and technical control over command dental activities.

c. Determines requirements for dental units and utilization of dental personnel and recommends employment thereof.

d. Plans and supervises the following dental functions:

(1) Preventive dentistry program for the command.

(2) Measures to maintain the oral health of the command.

(3) Professional standards and levels of dental care and treatment.

(4) Establishment of priorities for dental care and treatment.

(5) Professional training of dental personnel.

e. Plans dental care programs provided to indigenous population.

f. Determines dental equipment and supply requirements and supervises their utilization.

g. Provides advice and technical assistance in the construction, rehabilitation, and utilization of dental facilities.

h. Conducts staff visits and inspections of dental treatment facilities, activities, and units.

i. Prepares or consolidates reports on command dental activities.

★4-37. Engineer

a. The engineer—

(1) Provides technical advice on the requisitioning, procurement, storage, distribution, and documentation of engineer materiel.

(2) Determines requirements for engineer troops (coordinates with the G2 on the assignment of engineer topographic troops) and recommends employment thereof.

(3) Prepares the engineer portion of the training program and exercises staff supervi-

sion over engineer training throughout the command.

(4) Exercises technical supervision over engineer activities throughout the command.

(5) Plans and supervises engineer operations pertaining to—

(a) Construction, maintenance, and repair of roads, trails, highways, bridges, airfields, and inland waterways and construction, major repair, and major maintenance of railways, cableways, tramways, and pipelines.

(b) Construction, maintenance, rehabilitation, and repair of camps, cantonments, warehouses, hospitals, and other types of structures (except signal communications); airfields; harbors; permanent fortifications; and all river-crossing means, to include tactical, fixed, and floating bridges, boats, rafts, and assault bridging.

(c) Denial operations and barriers, to include advising the operations officer on implementation; supervising the technical aspects of employment; preparing the engineer portion of plans and orders; and, as appropriate, assisting in the location and construction of obstacles requiring special skill and equipment.

(d) Amphibious operations, to include command and control of shore parties, landing and provision of inland mobility to assault elements, and general engineer support on the beach.

(e) Construction, maintenance, repair, and operation of utilities, to include water supply systems, fixed bathing installations, portable and fixed electric powerplants, and nuclear powerplants.

(f) Fire protection at installations.

(g) Acquisition, administration, and disposition of real estate.

(h) Procurement, storage, reproduction, and distribution of maps, map substitutes, and related mapping material.

(i) Accomplishment of significant construction tasks in support of camouflage and deception activities and technical advice on minor construction aspects of both.

(j) Engineer reconnaissance, survey control, mapping projects, terrain studies, and natural resources and environmental studies.

(k) Demolitions, to include atomic demolition munitions.

(l) Assistance in the development of traffic circulation plans in conjunction with the transportation officer and the provost marshal (PM).

(m) Classification of roads, bridges, and airfields and appropriate distribution of such information; preparation and posting of traffic signs and issuance of materials to MP units for preparation and posting of temporary traffic signs.

(n) Insect and rodent control and fumigation of buildings.

(o) Operation of engineer maintenance facilities as assigned.

(p) Technical advice and assistance on matters pertaining to engineer materiel and its readiness status, including disposition of captured engineer materiel of nonintelligence interest.

(q) Recommendation of priorities and allocation of critical and controlled items of engineer equipment.

(r) Construction of CBR and nuclear protective shelters, recovery of fixed military installation from nuclear attack, and use of earthmoving equipment in CBR decontamination.

b. FM 5-1 contains detailed information on specific responsibilities and duties of staff engineers.

★4-38. Finance and Accounting Officer

a. The finance and accounting officer—

(1) Plans and supervises fiscal, cost, and property accounting operations pertaining to—

(a) Use and status of appropriations and funds.

(b) Control of obligations, costs, revenues, and administrative floors and ceilings.

(c) Disbursements, collections, and deposits of funds.

(d) Accounts receivable and other assets.

(e) Accounts payable and other liabilities.

(f) Pay of personnel.

(g) Analysis of source data; coding and

recording of transactions and corrections; and preparation of bills, reports, and statements.

(h) Funding of finance officers.

(2) Furnishes detailed and summary data required for management and budget administration.

(3) Serves as staff finance officer when there is no comptroller. In this capacity, the finance officer furnishes advice on—

(a) Savings programs for assigned personnel.

(b) Transmittal of personnel funds.

(c) Economic impact of expenditures on local economy.

(d) Black-market controls.

(e) Safeguarding of currency and financial institutions for which the commander may be responsible.

(f) Disposition of captured funds.

(4) Directs the operations of the finance element, whose services include—

(a) Payment of personnel.

(b) Maintenance of financial data records folders for assigned personnel.

(c) Computation and payment of travel allowances to U.S. personnel and foreign nationals.

(d) Payment, when authorized, of commercial accounts.

(e) Establishment and funding of class B agents and forward service teams.

(f) Provision of currency exchange facilities.

(g) Insurance of the validity of source data and preparation of input for either automated or manual systems.

(h) Collection of funds.

(i) Issuance of savings bonds.

b. Additional information on the organization and functions of finance offices is in AR 37-101, AR 37-103, and FM 14-3.

4-39. Fire Support Coordinator

★a. At division and corps, the artillery commander is the artillery staff officer and is normally designated the fire support coordinator (FSCOORD). At field army, the artillery officer is assigned as the FSCOORD. He is a special staff officer functioning primarily under the general staff supervision of the G3. In

smaller units, brigades, or separate task forces, the FSCOORD usually is the commanding officer or his designee from the attached or supporting field artillery unit. In the absence of an attached or supporting field artillery unit, the situation may require the commander to designate an FSCOORD for coordination of available fire support. FM 6-20-1 and FM 6-20-2 contain doctrine concerning the FSCOORD and fire support coordination procedures.

b. The FSCOORD—

(1) Advises the commander and staff on all fire support matters concerning the delivery of supporting fire on surface targets, including—

(a) Requirements for fire support means and recommendations concerning their use.

(b) Recommendations concerning the available supply rate of ammunition, the allocation and authorization for expenditure of nuclear weapons, and the special ammunition load as they concern fire support on surface targets.

(c) Enemy fire support capabilities.

(d) Deception operations by fire support on surface targets.

(2) Prepares the fire support portion, to include fire support annexes to operation plans and orders, and coordinates and integrates the air, artillery, chemical, and other fire support appendixes into the fire support annex.

★(3) Coordinates supporting fires delivered on surface targets.

★(4) Provides target analysis and damage assessment of nuclear, biological and chemical fires used on surface targets by friendly forces.

★(5) Advises on artillery target acquisition matters.

4-40. Headquarters Commandant

The headquarters commandant—

a. Exercises operational control over headquarters troops not assigned or attached to subordinate commands.

b. Is responsible for—

(1) Local security of the headquarters.

(2) Arrangement and movement of the headquarters.

(3) Supervision of training and morale activities of headquarters personnel and casualties.

(4) Supervision of headquarters mess and supply.

(5) Messing and quartering headquarters personnel and casualties.

(6) Reception and accommodation of visitors to the headquarters.

(7) Supervision of motor transportation organic to, or allocated for use by, the headquarters.

(8) Provision of protective areas for headquarters personnel and casualties.

(9) Supervision of maintenance of equipment organic to, or allocated for use by, the headquarters.

4-41. Historian

The historian—

a. Advises on historical activities of the command and assists in planning historical coverage.

b. Assembles material necessary to write a comprehensive and accurate history of the unit and to support the prescribed historical program.

c. Prepares special studies based on assembled material.

d. Supervises the collection, preservation, and disposition of historical records and properties.

4-42. Information Officer

★The information officer—

a. Advises the commander and staff on all aspects of command information functions, to include information planning, publication of command information newspapers and other information media, operation of command information broadcast stations and networks in oversea commands, and distribution of command information through these media.

b. Insures that material for public release has been reviewed for security clearance under established policies; distributes information pertaining to the command to appropriate information media in accordance with estab-

lished command and security policies; maintains liaison with, receives, and escorts civilian and military information media representatives, assists them in obtaining and clearing information relating to the command, and supervises their activities.

c. Observes and analyzes trends in public opinion; plans positive and continuing community relations programs to gain and maintain public understanding, good will, and support. In stability operations, he gives attention to the requirements for exploitation of military assistance to civilians in the military civic action program.

d. Implements and supervises, as directed, field press censorship in combat areas on the outbreak of hostilities.

e. Prepares the public information and command information portions of SOP's and operation plans and orders.

4-43. Inspector General

★The inspector general—

a. Inquires into matters pertaining to the performance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and regulations and reports thereon.

b. Consults all staff sections before making inspections to obtain items for the special attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them copies of extracts of inspection reports of direct interest to the particular staff section.

d. Receives, investigates, and reports on allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander on the releasability of information from inspector general reports of inspections or investigations.

4-44. Liaison Officer

The liaison officer's primary duty is to maintain continuity in the exchange of information

and to promote cooperation and coordination of effort by personal contact between two or more headquarters or agencies. The liaison officer—

a. Keeps himself informed of his own unit's situation and makes this information available to the commander and staff of the visited unit.

b. Makes continuing reports on matters within the scope of his mission, keeps appropriate records, and advises the commander of the headquarters that he is visiting on the contents of reports that he sends back to his own headquarters.

4-45. Materiel Readiness Officer

★a. The materiel readiness officer normally is a senior logistics staff officer; e.g., G4; ACofS, supply; ACofS, maintenance. The commander may, however, designate his assistant or deputy commander as materiel readiness officer.

b. The materiel readiness officer—

(1) Determines the qualitative and quantitative status of equipment in relation to standards established for specific end items and organizational materiel.

★(2) Corrects or reports to the commander factors that decrease the materiel readiness of the command, such as manpower, money, training, conservation of equipment life, repair parts, tools, facilities, and maintenance management.

4-46. Provost Marshal

a. The PM—

★(1) Advises on the promulgation and enforcement of laws, orders, and regulations for the maintenance of order and discipline; populace and resources control; police intelligence operations; special investigative efforts; refugee control and displacement; and other associated police duties.

(2) Determines and makes recommendations concerning requirements for and employment of MP units and coordination with civilian police, paramilitary forces, and other civilian regulatory agencies.

(3) Prepares and supervises the MP portion of the training program and exercises staff supervision over MP training in the command.

(4) Plans and supervises the following MP operations:

(a) Confinement, care, and rehabilitation of military prisoners in stockades, rehabilitation training centers, and hospital prison wards.

(b) Collection, evacuation, processing, internment, care, treatment, discipline, safeguarding, use, education, and repatriation of enemy PW and civilian internees.

(c) Control of circulation and identification of military personnel and civilian personnel subject to military control.

(d) Apprehension of military offenders and civilians who commit offenses in areas under military control.

(e) Control of traffic.

(f) Internal security of command posts and other critical facilities.

(g) Prevention and investigation of crime.

(h) Protection of Government property, including the prevention of pilferage of equipment and supplies in transit and in storage.

(i) Measures for aid to military or civil authorities in civil disturbances and disasters and coordination of these measures.

(j) Operation of branch PW and civilian internee information centers in theaters of operations.

(k) Provision of MP support and MP RAP potential.

★b. In major combat service support command headquarters, the senior military police staff officer is designated as provost marshal and assigned to the office of the ACofS, personnel, and is authorized direct access to the commander on matters of command interest.

c. FM 19-4 contains the specific responsibilities and duties of the PM.

4-47. Rescinded

4-48. Secretary of the General Staff

Staffs of higher headquarters may include a secretary of the general staff (SGS). He is not a coordinating, special, or personal staff officer. In staffs other than the general staff, a staff

secretary may perform the activities of an SGS. The SGS—

- a. Acts as executive officer for the chief of staff.
- b. Maintains office of temporary record for the chief of staff.
- c. Receives officials visiting the headquarters to confer with the commander, the chief of staff, deputy chiefs of staff, or ACofS's.
- d. Performs other duties that the chief of staff may assign him.

★4-49. Signal Officer

The signal officer—

- a. Advises on COMMEL matters, including signal communications, location of headquarters, location of signal facilities, and use of signal activities for deception.
- b. Determines and recommends requirements for signal communications support and the employment of signal troops. (Does not include plans and recommendations pertaining to signal supply and maintenance troops.)
- c. Prepares the signal and electronics counter-countermeasure (ECCM) portion of the training program and exercises staff supervision over signal and ECCM training of the command.
- d. Exercises technical supervision over signal activities throughout the command.
- e. Coordinates frequency allocation and use and the reporting and processing of interference problems.
- f. Assists in preparation of EW plans and annexes.
- g. Plans and exercises special staff supervision of the following signal operations.
 - (1) Installation, operation, and maintenance of signal communications systems by assigned or attached signal units.
 - (2) Still and motion-picture photographic services, except airphotography, and the operation of film libraries and film equipment exchanges.
- h. Advises on matters pertaining to electromagnetic radiation environments in the command.
- i. Observes radiofrequency-producing equipment in the command and advises on the effective use of this equipment to reduce radiofre-

quency interference with other communications equipment and with nuclear and conventional weapon systems.

- j. Advises on the expected effects on the command of all source-produced radiofrequencies.
- k. Coordinates measures to reduce electromagnetic radiation interference.
- l. Advises on the technical COMMEL aspects of electronic systems and devices as required.
- m. Implements signal security policy and procedures.

4-50. Staff Judge Advocate

★The staff judge advocate—

- a. Provides legal advice to the commander, staff, and subordinate commanders on all matters involving military law, domestic law (including U.S. statutes, Federal regulations, State and local law), foreign law, status-of-forces agreements, and international law.
- b. Supervises the administration of military justice in the command. He—
 - (1) Communicates directly with the commander on military justice matters.
 - (2) Examines and recommends to the convening authority appropriate action on charges before they are referred for trial by general court-martial, reviews records of trials by general courts-martial and military commissions, and recommends to the convening authority the action that should be taken.
- ★(3) Provides trial and defense counsel (qualified lawyers within the sense of Article 27(b): Uniform Code of Military Justice (UCMJ)), for general courts-martial; when requested or otherwise required, provides defense counsel and military judges for special courts-martial and defense counsel at investigations conducted pursuant to Article 32: UCMJ, and to accused or suspects held in custody.
- (4) Reviews records of trials by special and summary courts-martial for legal sufficiency, initiates appropriate corrective action when necessary and acts as custodian of special and summary courts-martial trial records.
- (5) Prepares and processes correspondence concerned with the imposition of nonju-

ditional punishment under Article 15: UCMJ, when required; in appropriate cases, reviews appeals from punishment imposed under Article 15: UCMJ, and makes recommendations to the commander.

(6) Recommends policies relating to conditions under which pretrial and posttrial confinement of military personnel will be imposed and advises and assists other staff agencies and subordinate commands in the enforcement of announced policies relative to confinement.

(7) Recommends policies relating to liaison with civil law enforcement and civil judicial agencies.

c. Reviews reports of investigating officers and boards of officers to determine legal sufficiency and makes appropriate recommendations to the commander. He furnishes counsel when requested and available and when authorized by the appropriate Army regulation.

d. Supervises military justice and other legal training in the command.

e. Furnishes advice, as requested, to individuals against whom pecuniary liability is asserted in connection with reports of survey.

f. Furnishes legal assistance and advice to military personnel, their dependents, and other authorized persons concerning personal, civil, and legal problems.

g. Supervises and administers all matters pertaining to claims and recommends action to be taken, including certification for payment, if appropriate.

h. Prepares legal opinions and furnishes legal advice on public international law matters, both customary and conventional (the Hague Regulations, the Geneva Conventions of 1949, status-of-forces agreements), and on the applicability of U.S. laws in foreign countries. He also provides advice on foreign law and private international law problems.

i. Examines procurement contracts; furnishes legal advice in connection with disputes and other problems in the procurement field, when required; provides counsel in Armed Services Board of Contract Appeals cases tried under the optional accelerated procedure; and furnishes legal advice with respect to the use and disposal of Government property.

j. Supervises the administration of war crimes matters in the command.

k. Advises on legal aspects of CA, stability operations, military aid to U.S. civil authorities, disaster relief, and civil defense.

4-51. Surgeon

The surgeon—

a. Advises on the health services of the command and the occupied or friendly territory within the commander's area of responsibility.

★b. Advises on the medical effects of the environment and of nuclear, biological, and chemical weapons on personnel, rations, and water.

c. Prescribes treatment procedures and insures that facilities for treatment of CBR and nuclear casualties are available, insures that first-aid supplies are available for troop use, examines foodstuffs and water to determine suitability for consumption after exposure to CB agents or radiological contamination and other types of pollution, identifies biological agents used against friendly troops, advises on preventive medicine measures to protect friendly troops from the effects of biological agents, and furnishes detailed technical evaluation of the impact of these agents on friendly troops.

d. Determines requirements for medical, dental, and veterinary equipment and supplies and supervises the requisitioning, procurement, storage, maintenance, distribution, and documentation thereof.

★e. Plans and recommends requirements for classification and employment of medical department personnel.

f. Prepares the medical portion of the training program, exercises staff supervision over medical training in the command, and plans and supervises the training of non-U.S. military and civilian medical and paramedical personnel when so directed.

g. Exercises staff supervision (and technical control when such authority is delegated as outlined in para 1-10b(1)(c)) over medical activities throughout the command, including personal hygiene, environmental sanitation, first aid, sanitary aspects of food service and

food procurement, and other preventive medicine activities affecting the health of the command.

h. Plans and supervises the following medical service operations:

(1) The system of treatment and evacuation, to include aeromedical evacuation by medical air ambulance units and by nonmedical Army aviation units.

(2) Preventive medicine in the command and, as required, in public health activities.

★(3) Professional health service in subordinate units.

(4) Veterinary food inspection service and animal veterinary service of the command and, as required, in civilian veterinary activities.

(5) Preparation of reports on the records of injured, sick, and wounded and custody thereof.

★(6) Medical supply, maintenance, and optical fabrication.

(7) Examination and processing of captured medical equipment and supplies of nonintelligence interest and necessary inspection service for captured animals and food supplies.

(8) Technical inspection of medical equipment and supplies, to include organizational maintenance.

(9) The equipment status reporting system within his area of responsibility.

(10) Medical laboratory service.

(11) Blood transfusion service.

i. Coordinates medical requirements for construction and transportation.

4-52. Transportation Officer

★The transportation officer—

a. Makes plans and recommendations covering requirements for, availability of, and employment of transportation and transportation troops in the command.

b. Prepares the transportation portion of the training program and exercises staff supervision over the transportation aspects of training in the command.

c. Exercises staff supervision over transportation activities throughout the command.

d. Makes plans and recommendations (in coordination with the aviation officer) pertaining to—

(1) Requirements for Army air transportation for combat service support operations.

(2) Availability of Army aviation units.

(3) Employment of Army air transportation in combat service support operations.

e. Except for employment of Army air transportation (*f* below), plans and supervises the following:

(1) Establishment and operation of the transportation service of the command, except pipelines.

(2) Preparation of detailed orders for movement of troops and supplies by all means of transportation.

(3) Preparation of orders for the management of transportation means and for the operation of transportation movements.

(4) Recommendations concerning location and adequacy of main supply routes and location of combat service support installations.

(5) Coordination of all organic, attached, and supporting transportation agencies of the command, to include civilian transportation, when appropriate.

(6) Establishment, operation, and supervision of the highway traffic headquarters and responsibility for the development of traffic circulation plans in conjunction with the engineer and the PM.

(7) Examination and processing of captured transportation equipment of nonintelligence interest.

★*f.* Plans and supervises use of Army air transportation as follows:

(1) Employment of Army air transportation in combat service support operations and integration of this means of transportation with other means.

(2) Preparation of orders for administrative movement of troops and supplies.

(3) Preparation and maintenance of availability and assignment tables, records, studies, and graphs.

★(4) Coordinates use of airspace and traffic control procedures for combat service support air transport units.

★4-53. Electronic Warfare/Cryptologic Officer

The electronic warfare/cryptologic (EW/Cryptologic officer)—

a. Advises on signal intelligence (SIGINT), signal security (SIGSEC), EW and communications-electronics cover and deception.

b. Assists in planning and supervising ECM operations.

c. Prepares and coordinates the EW annex to plans and orders.

d. Assists in determining requirements for USASA support and recommends allocation of support to subordinate units.

e. Advises the commander and appropriate staff elements and assists technical personnel with maintenance and other problems peculiar to the equipment, disposition, and employment of USASA units.

★4-54. Veterinary Officer

The veterinary officer—

a. Coordinates veterinary activities with the surgeon.

b. Exercises staff supervision over the command veterinary service.

c. Determines the requirements for veterinary supplies and equipment.

d. Prepares reports on command veterinary activities.

e. Advises on—

(1) Procurement and management, including housing, of military animals.

(2) Participation of veterinary personnel and units in CA activities.

(3) Use of medical laboratory services by veterinary personnel.

f. Plans and supervises the following veterinary functions:

(1) Inspection of subsistence of both animal and nonanimal origin to determine compliance with requirements for wholesomeness and quality.

(2) Inspection of facilities, establishments, and/or vehicles in which subsistence is transported, procured, processed, stored, or issued to insure that proper sanitary practices and methods are employed.

(3) Inspection of subsistence, including food-producing animals, exposed to CBR contamination to determine suitability for consumption.

(4) Care and treatment of military animals and prevention and control of disease and injury in military animals.

(5) Measures for the prevention and control of food-borne diseases and animal diseases transmissible to man or other animals.

4-55. Women's Army Corps Staff Officer

The Women's Army Corps (WAC) staff officer—

a. Makes recommendations to appropriate commanders and staff officers on plans and policies pertaining to procurement, classification, training, utilization, assignment, career development, combat service support, promotion, investigation, discipline, separation, participation in reserve activities of the Army command, and any other matter that affects the morale and well-being of WAC commissioned officers, warrant officers, and enlisted women.

b. Inspects WAC units and individuals in the command.

4-56. Weather Officer

The Air Weather Service provides weather officers to tactical commanders.

The weather officer—

a. Advises the commander on the organization, functions, and capabilities of supporting weather facilities.

b. Keeps informed of plans to insure that adequate facilities will be provided to meet weather service requirements.

c. Insures that requirements for weather observing and reporting are clearly defined and thoroughly coordinated with the organizations that will provide the reports.

d. Insures that weather service requirements for communications and combat service support are made known to the agencies responsible for providing the reports.

e. Assists the commander in analyzing and fulfilling command requirements for weather training.

Section VII. CONSIDERATIONS IN THE APPLICATION OF STAFF RESPONSIBILITIES AND DUTIES AT FIELD ECHELONS

4-57. General

a. Staff responsibilities and duties enumerated in previous sections of this chapter vary with the echelon of command. Certain of the responsibilities and duties listed apply at one echelon but not at another.

b. This section contains a discussion of the scope and importance of staff operations at the various field command headquarters and indicates the staff responsibilities and duties normally not applicable at these headquarters.

4-58. Theater Army

a. FM 100-15 contains a discussion of the concept of organization, the operational mission, and the administrative mission of theater army.

b. Theater army staffs develop policy and coordinate operations rather than conduct operations. Therefore, the operational responsibilities and duties indicated in paragraphs 4-27 through 4-56 for various staff officers, whether combat, combat support, or combat service support, normally do not apply at theater army.

4-59. Army Group

a. FM 100-15 contains doctrine for army group operations, to include organization, strategic and tactical missions, and administrative functions.

b. The primary concern of army group staffs is developing plans and providing long-range operational direction (letters of instructions) to subordinate field armies. Staff activities devoted to the conduct of current operations are generally limited to intelligence collection in support of planning and long-range interdiction, control and allocation of means available for current army group operations, and supervision of the execution of army group orders.

4-60. Field Army

a. FM 100-15 and FM 54-3 contain doctrine for field army operations, to include organization, missions, and functions.

★b. The field army staff is both a planning and an operational staff. Staff activities include combat, combat support, and combat service support operation planning, coordination, and supervision.

★c. Special staff officers act as monitors in the determination of requirements for equipment and supplies and in the requisition, procurement, storage, distribution, and documentation thereof; in the recovery, evacuation, maintenance, and reclamation of materiel; and in the acquisition, administration, and disposition of real estate. In combat service support activities the monitor role does not include detailed planning of operational organization, procedures and techniques or control and coordination of current operating activities.

d. Special staff officers do advise and make recommendations concerning combat service support matters when field army operations are being planned, but only when these matters are within their respective functional areas of responsibility.

e. Specific differences in the responsibilities of certain special staff officers are in paragraphs 4-28 through 4-57 and in other applicable field manuals.

4-61. Corps

a. FM 100-15 contains doctrine for corps operations, to include organization, missions, and functions.

b. The corps staff is both a planning and an operational staff. Staff activities primarily deal with combat and combat support operation planning, coordination, and supervision. Staff activities concerned with combat service support operations are limited to those necessary to assist the operations of the corps. They consist primarily of making recommendations for field army support of corps units and controlling and allocating ammunition and other supply items, if required.

c. The responsibilities and duties of staff officers at corps are essentially the same as those at field army (para 4-60).

4-62. Division

a. FM 61-100 and FM 54-2 contain doctrine for division operations, to include organization, missions, and functions.

b. The division staff is a planning and an op-

erational staff. The discussion of the field army staff (para 4-61) applies generally to the division echelon. The division support command (DISCOM) staff is responsible for staff planning and supervision in the DISCOM and its organic units.

Section VIII. UNIT STAFF OFFICERS

4-63. General

a. The staffs of units smaller than division are organized to meet unit requirements. Staff officers may be assigned both general and special duties.

b. The responsibilities and duties of specific staff officers for a specific staff organization are in appropriate field manuals or other training publications covering the particular unit.

4-64. Typical Unit Staff Officers

a. Staff officers found in headquarters of organizations smaller than division may include—

(1) The executive officer, who performs functions generally similar to those of a chief of staff (para 4-4). In addition, he may be the second in command.

★(2) The adjutant (S1), who performs many of the same functions as the SGS and the G1 at higher echelons, and the personnel staff and administrative service officers, who may not be present in the smaller unit staff.

(3) The intelligence officer (S2), who performs generally the same functions as the G2 at higher echelons.

(4) The operations and training officer (S3), who performs generally the same functions as the G3, plus operational functions of special staff officers who may not be members of the small unit staff; e.g., the chemical staff officer and the engineer staff officer.

(5) The logistics officer (S4), who performs generally the same functions as the G4 at higher echelons.

★(6) A combat battalion or brigade deployed in stability operations normally has a CMO(S5) section. When a unit is not authorized an S5 section (e.g., battalion deployed in conventional operations), the commander

should designate an officer, usually the S3, to be responsible for CMO functions.

b. Staff specialists on smaller unit staffs include officers trained to work with assigned or attached specialist groups. The specialists generally function as technical advisers and may include—

(1) An ammunition officer, who advises on the status of ammunition and the means for its delivery; requisitions, receives, and distributes ammunition; maintains records; and submits ammunition reports.

★(2) A signal officer (para 4-49).

(3) A maintenance officer, who—

(a) Advises on maintenance matters.

(b) Supervises maintenance activities (less medical and cryptologic), to include the adequacy of maintenance organization, personnel, tools, equipment, repair parts, and facilities.

(c) Maintains liaison with higher, adjacent, and lower headquarters concerning maintenance matters.

(d) Prepares equipment status reports, as required; maintains records of equipment condition; and advises on trends and incipient maintenance problem areas.

(e) Analyzes maintenance data and recommends courses of action based on such analysis.

(4) A materiel readiness officer (para 4-45).

(5) A motor officer, who advises on motor transportation and supervises the operation and maintenance of motor transportation of the unit and the training of motor transportation personnel.

(6) A chemical officer, who performs generally the same functions as the chemical staff officer at higher echelons and also functions as assistant operations officer.

(7) An information officer, who performs generally the same functions as the information staff officer on higher echelon staffs and also functions as an assistant adjutant.

(8) A surgeon (para 4-51).

(9) A chaplain (para 4-33).

(10) An aviation officer (para 4-32).

c. Commanders of attached or supporting units provide staff assistance in their areas of interest as required. For example—

(1) The commander of an attached or

supporting artillery unit normally serves as the FSCOORD.

(2) The commander of the flight detachment assigned, attached, or supporting the unit performs the same functions as the aviation officer when an aviation officer is not provided by the TOE or the TDA.

(3) The engineer unit commander functions as the supported unit engineer staff officer when an engineer unit is in support or attachment.

CHAPTER 5

SEQUENCE OF ACTIONS IN MAKING AND EXECUTING DECISIONS

★5-1. General

This chapter contains a discussion of the sequence of actions in making and executing decisions. Chapter 6 contains a discussion of military problem-solving techniques; chapter 7, plans and planning; and chapter 8, preparation of orders.

5-2. The Sequence of Actions

★The sequence of actions in making and executing decisions involves a series of separate actions or *steps*. Although this discussion applies primarily to the tactical commander and the development of his plans and orders for combat operations, it applies equally to other military operations and to all staff officers in determining recommendations. Figure 5-1 shows the steps that a commander and his staff use in arriving at decisions and executing them. These steps are discussed in *a* through *i* below.

a. A higher headquarters assigns the *mission* (step 1) or the commander develops or deduces it. Through mission analysis, the commander determines the specified tasks to be performed to accomplish the mission and any implied tasks that he considers appropriate to call to the attention of the staff.

b. His staff provides the commander the *information available* (step 2). Subordinate commanders receive information concerning the mission and the situation as early as practicable in the planning phase, and at least by the time staff estimates are being prepared.

c. Based on this information, the commander completes his mission analysis and issues his *planning guidance* (step 3).

(1) This is the commander's guidance to his staff members for use in preparing or revising their estimates. The amount of planning guidance varies with each mission, the volume

and validity of information available, the situation, and the experience of the commander and the staff.

(2) Planning guidance is not limited to one specific step in the sequence of actions. However, initial guidance should precede the preparation of staff estimates.

★(*a*) The commander normally includes in his initial guidance his restated mission as determined by his mission analysis; his general plan for using nuclear, biological, and chemical weapons, if appropriate; tactical cover and deception, any other factors that he considers important at this time; and any courses of action that he wishes developed.

(*b*) Unless higher headquarters has directed a specific course of action, he does not select the course of action at this time, because to do so would prevent objective and unbiased staff estimates.

d. Based on the restated mission and planning guidance received, the coordinating staff officers prepare their *staff estimates* (step 4), assisted by special staff officers, who may also prepare their own estimates, if required. The coordinating staff officers present their estimates to the commander, which results in recommendations on the actions the commander should take to accomplish his mission.

e. In step 5, the commander considers the recommendations of his staff, completes his own *estimate*, and announces his *decision*.

f. Following the decision statement (the last step of the commander's estimate), the commander provides the staff with his overall concept of how the operation will be conducted (commander's concept), which is an amplification of his decision and explains any aspects he considers necessary.

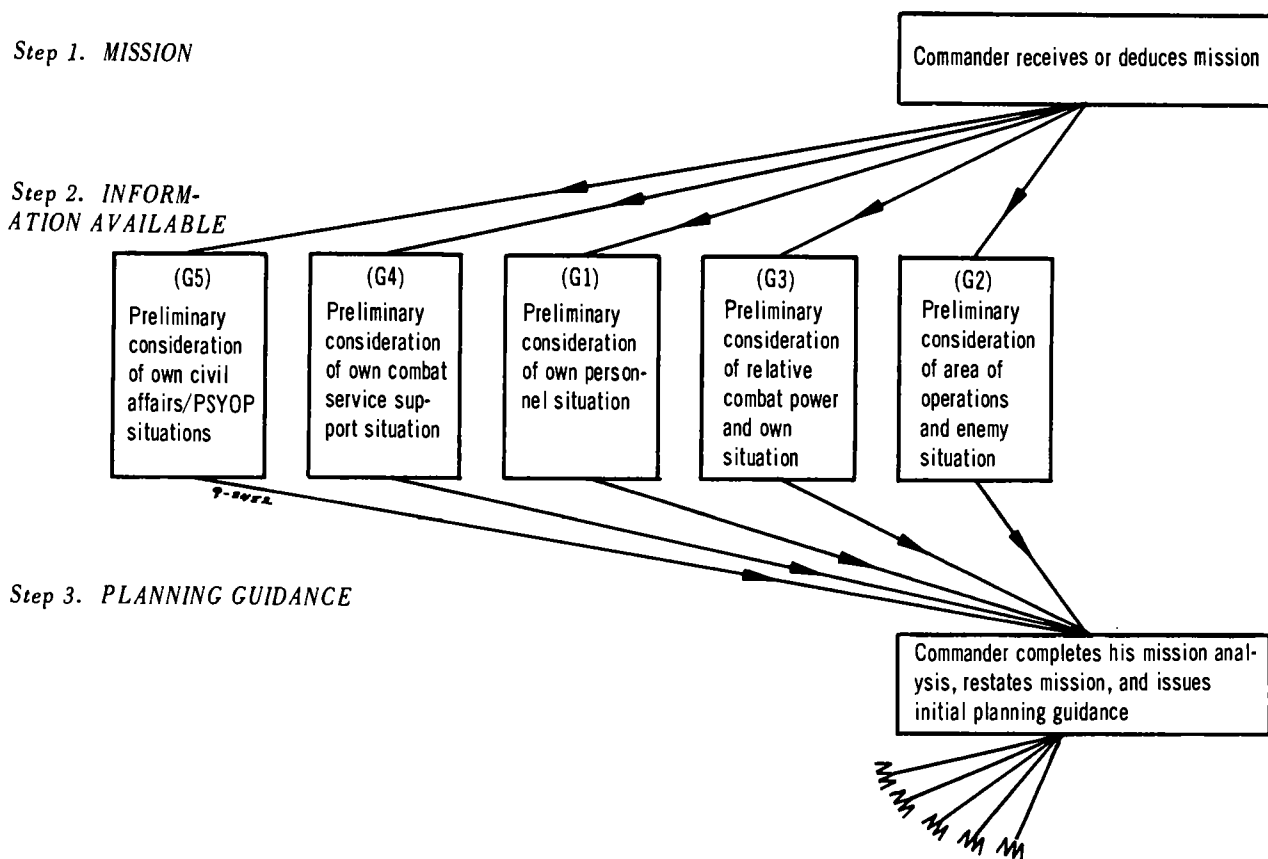
g. A careful analysis, based on a complete understanding of the decision and the com-

mander's concept of the operation, leads to a determination by all staff members of the actions required by the command to carry the operation to successful completion and to *preparation of plans or orders* (step 6).

h. The staff normally submits plans and orders to the commander for *approval* (step 7) before they are published as *plans or orders*

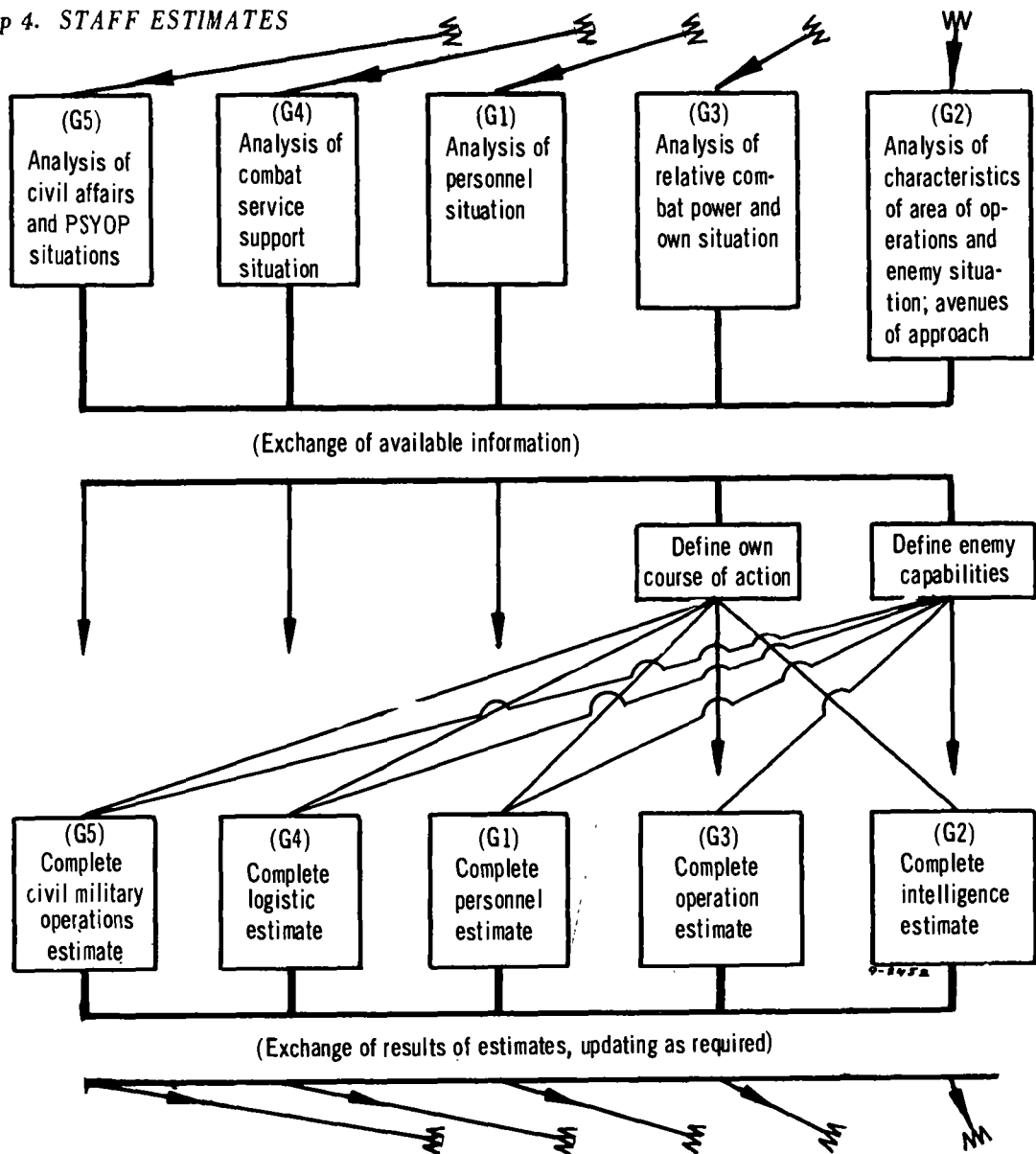
(step 8). (Step 7 may be omitted if the urgency of the situation so warrants and if the commander has delegated such authority.)

★*i.* *Command and staff supervision of the execution of orders* (step 9) is a continuing action, based on the commander's decision and his concept of the operation.



★Figure 5-1. Sequence of actions in making and executing decisions.

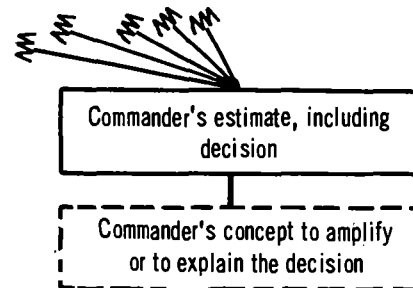
Step 4. STAFF ESTIMATES



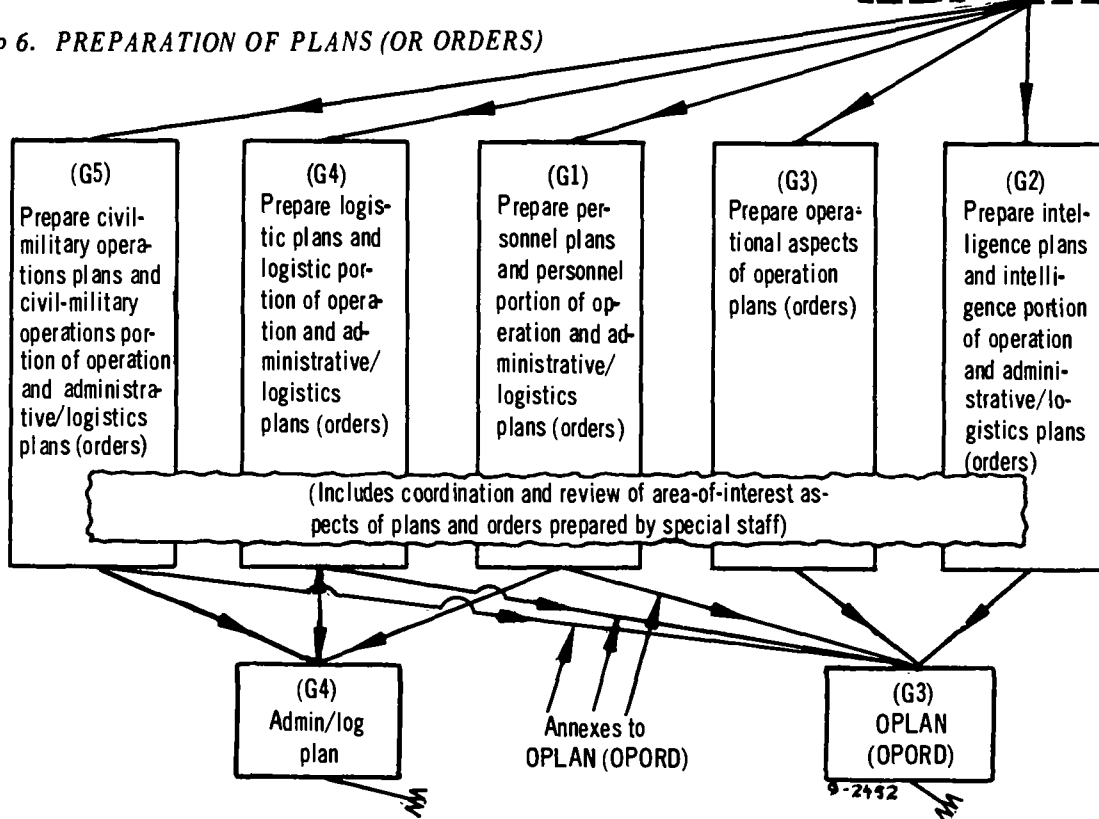
★Figure 5-1—Continued.

Step 5. COMMANDER'S ESTIMATE

COMMANDER'S CONCEPT (Not a step, but given here if considered necessary by commander.)



Step 6. PREPARATION OF PLANS (OR ORDERS)



★Figure 5-1—Continued.

Step 7. APPROVAL OF PLANS (ORDERS)

Step 8. ISSUANCE OF ORDERS

Step 9. SUPERVISION

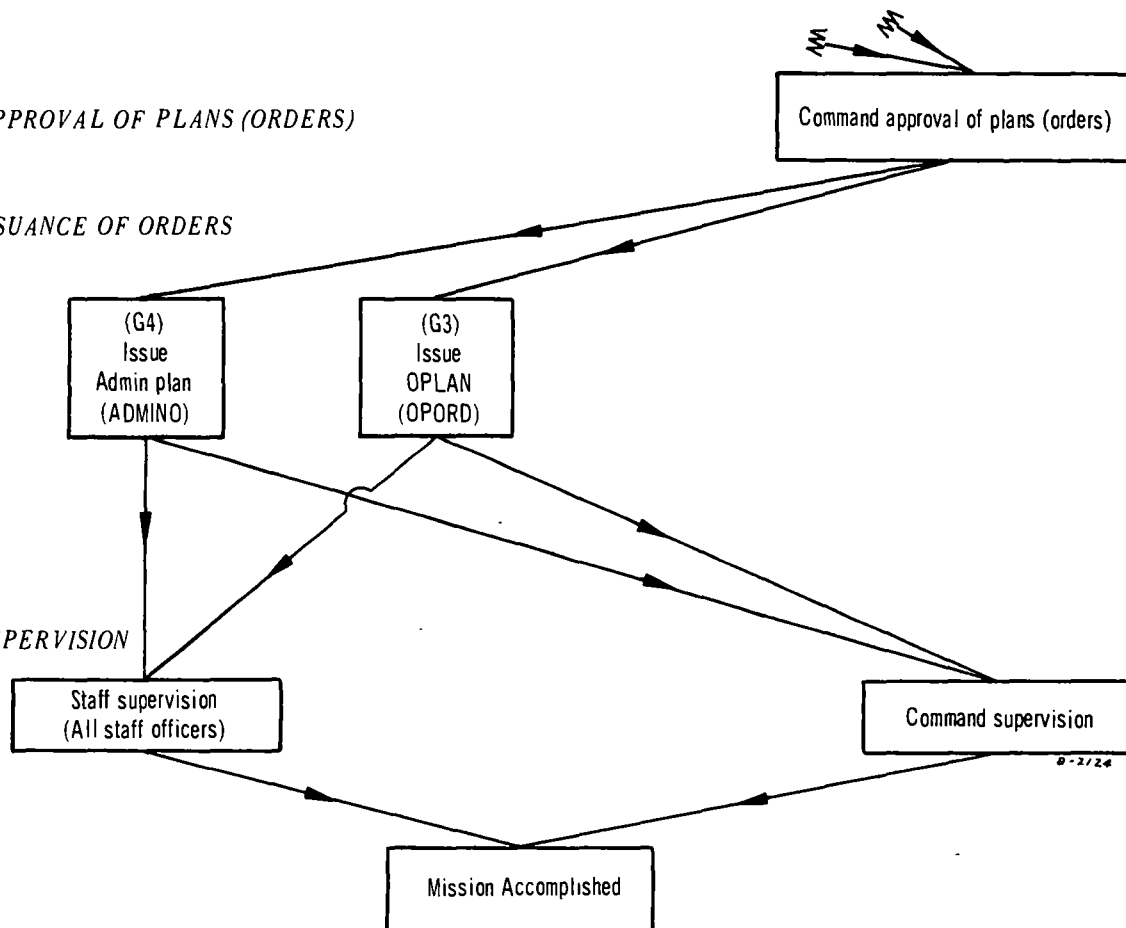


Figure 5-1—Continued.



CHAPTER 6

MILITARY PROBLEM-SOLVING TECHNIQUES

(STANAG 2118)

Section I. INTRODUCTION

6-1. General

a. The commander and his staff continually face problems involving uncertainties and other possibilities for solution. They must make decisions and recommendations based on judgment of such uncertainties as enemy capabilities, the influence of morale, the state of training, an untried weapon system, or a new organization.

b. Decisions result from a problem-solving process that consists of—

- (1) Recognizing the problem.
- (2) Gathering the data needed to solve the problem.
- (3) Developing and listing possible solutions to the problem.
- (4) Analyzing possible solutions to the problem.
- (5) Selecting the best solution to the problem.

★c. To insure that the many factors which influence military operations receive logical and orderly consideration, the Army uses sev-

eral systematic methods of problem solving, two of which are the estimate of the situation and the staff study. These methods assist decisionmakers in developing a logical course of action. Knowledge, experience, and judgment will influence his selection of the best of several feasible courses of action.

6-2. Rescinded

★6-3. Assumptions

a. Assumptions are indispensable to good planning. They fill gaps in the knowledge of what conditions are or probably will be.

b. The validity of the assumptions is critical to any good estimate or study. Each assumption used must be tested against the question, "Is this assumption absolutely necessary to the solution of this problem?" If the answer is no, the assumption is not valid.

c. An assumption also must be *logical*; it must be *realistic*; and it must be *stated positively*.

Section II. THE ESTIMATE OF THE SITUATION

6-4. Purpose of the Estimate of the Situation

a. The estimate of the situation is a problem-solving process, the purpose of which is to find the best way to accomplish a given mission. The estimator considers all the circumstances affecting the situation and analyzes and evaluates possible courses of action. The conclusion indicates the course of action that offers the best probability of success. This

gives the commander a basis for making his decision and for determining how he will employ his unit.

b. The basic approach used in the estimate of the situation is applicable to any situation, echelon, or type of command. An individual may use this process to arrive at any decision. The commander uses it to decide his best course of action. The staff officer uses the commander's estimate to determine a recommended

course of action for accomplishing a specific task. He uses the staff estimate to determine how factors in his particular field of interest will influence courses of action under consideration and to arrive at his recommendations to the commander.

6-5. Scope and Nature of the Estimate of the Situation

a. The estimate is as thorough as time and circumstances permit. The detail varies with the echelon and the type of command.

(1) Normally, estimates at division are not formal, written documents. However, the commander or the staff officer should use the appropriate form (app C) as a guide and checklist.

(2) At echelons above division, the estimate frequently is written and follows the prescribed form in detail.

b. The estimator (whether a commander or a staff officer) uses information, conclusions, and recommendations from other pertinent estimates in analyzing his problem. He may incorporate some of this material into his estimate, but he alone is responsible for the content of his estimate.

6-6. The Format for an Estimate of the Situation

a. How the estimator arrives at a decision is a matter of his personal determination. However, sound decisions result only from a thorough, clear, unemotional analysis of all data pertinent to the situation. Because modern military problems are complex, the organization and consideration of data in a certain sequence make logical analysis easier and the production of sound conclusions more likely.

b. The form for the estimate of the situation assists the estimator in applying thoroughness, clarity, judgment, logic, and professional knowledge to the situation and in reaching a sound decision. Figure 6-1 provides a general description of the format and the contents of each of its elements.

c. This format is a logical and useful one but is not rigid. The estimator does not have to complete one paragraph before he goes to the next. He may make many small analyses or es-

timates within the overall estimate and refer frequently to material previously considered, revising or adding to this material as necessary. The format is valuable as a checklist. It insures the consideration of significant aspects and serves as a base or a reference point for updating the estimate.

d. Subsequent paragraphs contain a discussion of the application of this format to the needs of tactical commanders, combat service support commanders, and staff officers.

6-7. The Tactical Commander's Estimate of the Situation

a. The purpose of this estimate is to determine the best course of action for accomplishing a tactical mission.

b. The commander prepares his estimate based on his knowledge of the situation and on oral or written reports by his staff. Each staff member comments on the effect that possible courses of action will have on those considerations within his area of responsibility. Whether the commander personally prepares a written estimate, makes a mental estimate, or studies and approves the recommendations in staff estimates (para 6-8), he is responsible for and must announce his decision.

c. Appendix C contains the basic principles for preparing a tactical commander's estimate of the situation. It also contains two specific examples showing how a tactical commander can use estimates of the situation.

6-8. The Combat Service Support Commander's Estimate of the Situation

★a. The purpose of this estimate is to determine the best course of action to accomplish a combat service support mission. In preparing the estimate, the commander follows the same basic principles and sequence as indicated for the tactical commander in paragraph 6-6. Some modification is necessary, however, so that all the factors applicable to the combat service support mission may be examined. Because the combat service support estimate is necessarily detailed, it is generally a written report. A large portion is based on data and conclusions contained in the personnel, logistic,

(Classification)

Headquarters
Place
Date, time, and zone

ESTIMATE OF THE SITUATION

References: Maps, charts, or documents (as necessary for understanding of the estimate).

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of command and staff actions (chap. 5).

2. THE SITUATION AND COURSES OF ACTION

a. Determine all facts or, in the absence of facts, logical assumptions that have a bearing on the situation and that contribute to or influence the ultimate choice of a course of action. Analyze available facts and assumptions, or both, and arrive at deductions as to their favorable or adverse influence or effect on accomplishment of the mission.

b. Determine and list significant difficulties or difficulty patterns that are anticipated and that could adversely affect accomplishment of the mission.

c. Determine and list all logical courses of action that will accomplish the mission, if successful.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine through analysis the probable outcome of each course of action listed in paragraph 2c when opposed by each significant difficulty enumerated in paragraph 2b. This may be done in two steps, as follows:

a. Determine and state those anticipated difficulties or difficulty patterns that will have an unequal effect on all courses of action.

b. Analyze each course of action against each significant difficulty or difficulty pattern to determine strengths and weaknesses inherent in each course of action.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages or in terms of the major considerations

Figure 6-1. Format for the estimate of the situation.

(Classification)

(Short title identification)

that emerged during analysis (para. 3b, above). Decide which course of action promises to be most successful in accomplishing the mission.

5. DECISION (OR RECOMMENDATIONS)

Translate the selected course of action into a complete decision statement, showing who, what, where, when, how, and why, as appropriate.

/s/_____

Annexes (as required)

Distribution

(Classification)

Figure 6-1—Continued.

and civil-military operations (CMO) estimates prepared by appropriate staff officers of the combat service support command headquarters concerned.

b. Appendix C contains a sequence for preparing a combat service support commander's estimate.

6-9. Staff Officer Estimates

a. General.

(1) In studying a problem, the staff assists the commander by furnishing information, conclusions, and recommendations. One of the principal methods staff officers use in providing this assistance is the estimate. The estimate serves two general purposes:

(a) It summarizes the significant aspects of the situation, thereby assisting the commander in selecting a course of action. (The commander uses this summarization in paragraphs 2 and 3 of his estimate.)

(b) It evaluates and determines how the means available can best be used to accomplish the mission. (The commander may incorporate this portion, in part, into his estimate; or the staff officer may use it, after the commander announces his decision, to determine his recommendations to accomplish the subsidiary mission over which he has supervision or control.)

(2) In making an estimate, the staff officer consults with other staff officers and with other appropriate agencies to insure that he considers all the factors affecting the situation.

(3) A properly prepared staff officer estimate culminates in definite conclusions and recommendations.

b. *Preparation.* Staff officer estimates follow the same logical and orderly process indicated previously in this chapter. The staff officers may present their estimates orally or in writing.

(1) Except for the operation estimate, the subject areas of staff estimates are smaller in scope than the commander's estimate. The operation estimate uses the same format as the commander's estimate and generally has the same content. However, the operation estimate

culminates in a recommendation, while the commander's estimate reaches a decision.

(2) Staff officers may prepare estimates on a variety of subject areas. General staff officers may prepare an estimate covering the entire area of their primary general staff responsibilities, or some subarea or activity included therein. Likewise, special staff officers may prepare an estimate covering all, or a portion of, their responsibilities.

★(3) Staff officers prepare the estimates discussed in paragraphs 6-10 through 6-14. Estimates prepared by staff officers in non-tactical commands follow the same format within the subject area covered by the estimate.

6-10. Personnel Officer Estimates

a. The personnel officer estimate of the situation may be a study of the influence of personnel factors on accomplishment of the mission or on contemplated courses of action; or it may indicate the impact of the operation on personnel matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific personnel task.

b. When the purpose of the estimate is to study the influence of personnel factors on operations, the estimate is titled "Personnel Estimate." Appendix C contains a format that establishes a sequence for preparing a personnel estimate and a specific example of a personnel estimate for a tactical command.

6-11. Intelligence Officer Estimates

a. The intelligence officer makes an estimate to determine enemy, or potential enemy, capabilities (including the priority in which they may be adopted) and exploitable vulnerabilities and the effects of the area of operations on friendly operations. On the other hand, he may make an estimate that results in a recommended course of action for accomplishing a specific intelligence task.

b. When the purpose of the estimate is to determine enemy capabilities and vulnerabilities, the estimate is titled "Intelligence Estimate." Appendix C contains a format that establishes a sequence for preparing an intelligence esti-

mate and a specific example of an intelligence estimate for a tactical command.

6-12. Operations Officer Estimates

a. The operations officer estimate may be an analysis of all the factors affecting reasonable and practical courses of action that, if successful, will accomplish the mission. The analysis includes a study of the impact of operations on friendly forces in determining the recommended course of action for accomplishing the command mission. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific operational task.

b. When the purpose of the estimate is to recommend a course of action for accomplishing the command mission, the estimate is titled "Operation Estimate." For a tactical command, the discussion of the tactical commander's estimate (para 6-7) is applicable except for retitling the estimate "Operation Estimate" and retitling paragraph 5 "Recommendations" and including the course of action recommended. For a combat services support command, the discussion of the combat service support commander's estimate (para 6-18) is applicable.

6-13. Logistics Officer Estimates

a. The logistics officer estimate of the situation may be a study of the influence of combat service support factors on accomplishment of

the mission or on contemplated courses of action. The study includes an analysis of the impact of the operation on combat service support matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific combat service support task.

b. When the purpose of the estimate is to study the influence of combat service support factors on operations, the estimate is titled "Logistic Estimate." Appendix C contains a format that establishes a sequence for preparing a logistic estimate and a specific example of a logistic estimate for a tactical command.

★6-14. Civil-Military Operations (CMO) Officer Estimates

a. The CMO staff officer estimate may be a study of the influence of CMO factors on accomplishment of the mission or on contemplated courses of action. The study includes an analysis of the impact of the operation on CMO matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific CMO task.

b. When the purpose of the estimate is to isolate CA or PSYOP factors independently, as they influence operations, a separate estimate may be prepared and titled CA Estimate or PSYOP Estimate. Appendix C contains formats that establish a sequence for preparing these estimates.

Section III. THE STAFF STUDY

6-15. General

a. The staff study plays the same role in staff operations pertaining to administration that the estimate of the situation does in combat operations. The staff study assists the commander in making a decision when he is dealing with complex or controversial questions. While the staff study is an important vehicle in decisionmaking, it should not be overused.

b. A staff study is a formal staff paper containing a concise and accurate analysis and recommending a solution to a specific problem or a specific problem area. It is the result of thorough military research and provides the commander, or other superiors, a report of the

analysis, together with conclusions and recommendations, made by the author.

6-16. Preparation

a. Staff studies have a fixed format as follows:

Paragraph	Title
1.	PROBLEM
2.	ASSUMPTIONS
3.	FACTS BEARING ON THE PROBLEM
4.	DISCUSSION
5.	CONCLUSION
6.	ACTION RECOMMENDED

b. Appendix D contains a detailed discussion of principles and procedures in preparing a staff study, to include a format and an example of a staff study.

CHAPTER 7

PLANS AND PLANNING

(STANAG 2014 and STANAG 2032)

Section I. INTRODUCTION

7-1. General

a. Planning and preparation of plans are integral parts of the sequence of actions in making and executing a decision (ch 5). The time required to make a decision and complete the sequence of actions is less when plans based on anticipated commitments are readily available. This reduction in time depends on the accuracy of the forecast of probable commitment and the accuracy of the assumptions used in planning. If the prepared plans are accurate, the commander may merely order execution of one of them; thus, steps 3 through 7 of the sequence of actions in making and executing decisions (para 5-2) are accomplished with minimum time loss.

b. This chapter contains a discussion of the steps of the planning sequence as separate and distinct operations rather than as part of the sequence of actions in making and executing decisions included in chapter 5. However, the two sequences are closely related. Once a planning mission has been received (or assumed), the remaining steps of the planning sequence parallel those of the sequence of actions in making and executing decisions.

7-2. Necessity for Planning

Adequate and practical planning is essential

to the success of any military undertaking. Proper planning permits the detailed and systematic examination of all factors involved in a projected operation. The larger the unit, the greater the need to anticipate and plan for longer range future operations.

7-3. The Staff in Planning

a. The staff is always planning for future operations.

b. The extent of this planning varies with the echelon of command. At higher echelons, staffs normally prepare plans for operations from one to several months ahead. At lower echelons, the staffs are primarily concerned with alternate planning, counterattack planning, and short-range planning for continuation of a current mission.

c. In planning, each staff member considers those features of the projected operation that are peculiar to his functional areas of interest. He investigates the effects of these features on the plans of other staff sections and on unit operations. Normally, he prepares the plans pertaining to those functional areas of interest that are his staff responsibility.

Section II. PLANNING

7-4. Planning Sequence

a. The planning sequence is a series of steps representing a logical progression of command and staff actions required to develop plans. It parallels the first seven steps of the sequence of actions in making and executing decisions (para 5-2). However, some changes are necessary because the two sequences have different

purposes. While the sequence of actions in making and executing decisions prepares for a single eventuality, the planning sequence attempts to prepare for all developments that can reasonably be anticipated. The planning sequence is shown in figure 7-1 and is discussed in *b* through *j* below.

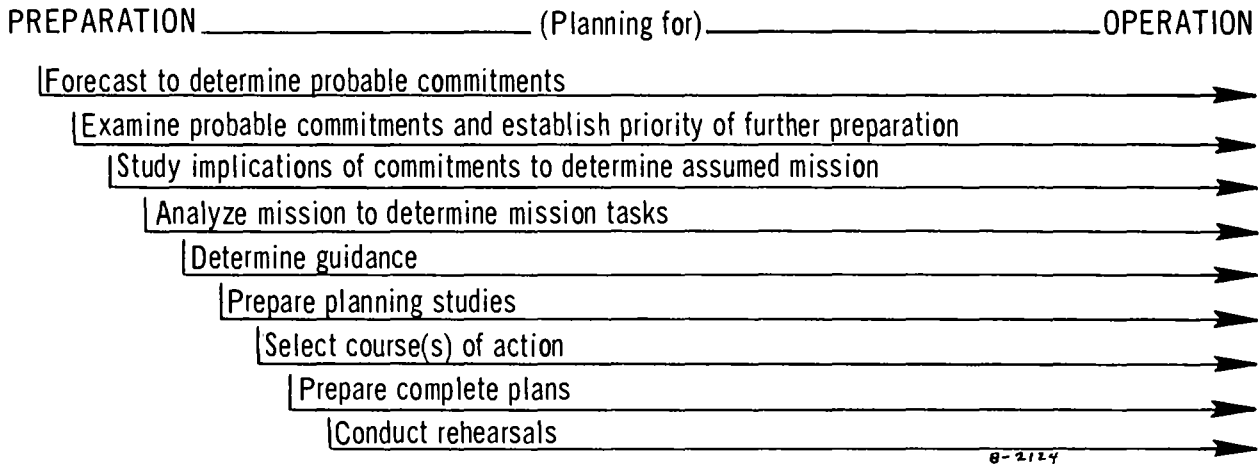


Figure 7-1. Planning sequence.

b. Forecasting is the first step in the planning sequence. The commander and his staff analyze and evaluate facts and trends to determine probable commitments and to predict future developments.

(1) Higher headquarters may use command forecasts to begin the planning sequence. Subordinate commanders also may use these forecasts to begin their preparations concurrently, which permits them to complete their own studies and estimates. When planning and preparation begin early, there is a reduction in overall command reaction time. As actions are projected farther into the future, the probability of forecasted commitments occurring exactly as predicted diminishes rapidly. This is because, with fewer specific facts available, forecasters must depend more on assumptions in making long-range predictions.

(2) Assumptions are an essential part of forecasting and are used in all stages of the planning sequence. In the absence of facts, assumptions state conditions that must exist if a specific plan is to be put into effect. Different assumptions are used to develop alternate plans for various probable commitments. A subordinate planner treats a higher commander's assumptions as facts bearing on the problem. When additional information becomes available, forecasts are changed to agree with the facts. These changes necessitate corresponding changes in plans being developed, or revisions to those already completed. All staff sections

must be informed promptly of any changes so that planning and preparation will be coordinated throughout the command.

c. Examining probable commitments and establishing priority of further preparation is the second step in the planning sequence. This involves an analysis of forecasted commitments and assumptions to determine the likely priority of probable commitments. At this stage, a planning program begins to emerge (para 7-7).

d. Studying the implications and the interrelationship of the probable commitments to determine an assumed mission, or missions, is the third step in the planning sequence. At this point, the planning sequence and the sequence of actions in making and executing decisions become closely allied; i.e., the purpose of the latter is accomplishment of a single mission; whereas, the purpose of the former is preparation of the command for all reasonable eventualities.

e. Analyzing the mission to determine the specific mission tasks to be performed, their complexity, and their relative importance is the fourth step in the planning sequence. At this point, the planning tasks and the phasing of planning tasks begin to emerge (para 7-7).

f. Determining guidance for each specific mission's tasks is the fifth step in the planning sequence. This planning guidance keeps all planners moving in the same direction at the same time. It facilitates concurrent planning by providing the foundation for studies

and estimates needed to develop outline plans. The main sources of this guidance include—

(1) *Oral planning guidance* on specific tactics, key factors from the analysis of assigned or assumed missions, courses of action, forecasts, or procedures directed by the commander.

(2) *Policy statements by the commander.*

(3) *Directives and orders* from higher headquarters including the mission, means available, limiting considerations, and special instructions.

(4) *Standing operating procedures (SOP).*

g. Preparing planning studies is the sixth step in the planning sequence. Planning studies (or operational studies) determine the key factors in an undertaking and explore these factors in detail. Types of planning studies most frequently used in this step are estimates and staff studies (ch 6). These estimates and studies, started as a result of general planning and carried forward continuously, are quickly adaptable to specific situations. These planning studies are essential in determining the initial feasibility of various courses of action.

h. Selection of courses of action is the seventh step in the planning sequence. This is done by preparing an outline plan (para 7-14) for each course of action that is retained. These outline plans are based on previously completed planning studies. Because preparation for all reasonable contingencies is the aim of the planning sequence, consideration of courses of action involves more than simply eliminating all but one course of action. Several courses of action may be retained to give reasonable assurance that the command is prepared for all likely contingencies. Additional courses of action may also be retained to use as alternate plans. These are normally attached as annexes to the basic plan.

i. Preparing complete plans is the eighth step in the planning sequence. A complete plan is prepared for each course of action that is retained. The outline plan provides a framework within which all the details necessary to build a complete plan may be added. These details come from original estimates, studies, and analyses of the problem or from new studies developed as the planning progresses.

j. Conducting rehearsals is the ninth and last step in the planning sequence. This step may or may not be taken, depending on the command echelon and the time and facilities available.

7-5. Organization for Planning

There are four fundamental methods of organizing the staff for planning.

a. Use the Existing Organization Without Change. This method is applicable for normal operation of the unit. Each staff member contributes to the overall plan, but remains in his normal assignment and location. Planners coordinate with staff officers in other sections or echelons by exchanging visits and correspondence.

b. Create a Permanent Planning Section or Subsection. In this method, a specially created agency does all the long-range planning for the organization. This leaves other agencies free to concentrate their efforts on short-range plans and current operations. This method is useful when current operations are intense and permit operations personnel little time for planning. It is also useful when current and future operations are not closely connected. Additional headquarters personnel are usually necessary to staff these planning sections and subsections. Extra facilities may also be necessary to permit complete separation of the planning and operational staffs.

c. Use a Temporary Planning Committee. This method is often used to resolve a specific problem or to devise a specific plan of action.

d. Use a Combination of the Above Methods. An example is the assembly of a planning section to work on planning tasks of common interest. When the tasks are completed, the planners return to their own sections to prepare their assigned portions of the overall plan, using the existing organization.

7-6. Planning Method

Many methods may be used to determine what actions, units, sequences, and procedures must be developed to accomplish an assigned mission. One way is to begin with the objective and work backwards. This technique develops the required units, organization, combat serv-

ice support, and other essential items needed to gain the objective. The relative time sequence and organizational placement will emerge from this technique. As the visualization continues, the need for specific tasks, conditions, or assumptions and their relative placement become apparent. Another method is to begin with the current position and plan through each intermediate step to the final objective.

7-7. Planning Program

a. General. A planning program in a schedule for performing a series of planning tasks in a particular order. It is a valuable aid in coordinating the detailed investigation of all matters essential to the planning process. Appendix F includes an example of a headquarters planning program.

b. Planning Tasks. An analysis of the work to be performed during planning establishes the specific planning tasks that must be completed and the sequence for their completion. A checklist, based on this analysis, should be developed early in the planning sequence to facilitate the solution of problems in logical progression. This checklist simplifies periodic progress reviews and coordination; and when material is completed, it can be sent to lower echelons for use in their planning.

c. Phasing of Planning Tasks. Phasing of planning tasks insures the completion of specific tasks in logical sequence. Phasing facilitates coordination of concurrent planning by different headquarters. The tasks should be analyzed before they are phased. When phases are established, they should allow sufficient time for each echelon to complete its assigned tasks and should provide for timely distribution of information to subordinate units. However, some overlapping of phasing is inevitable because planning proceeds concurrently. Frequently, a task in one phase of the planning sequence begins before some tasks in a preceding phase are completed. For instance, a more or less complete, detailed plan may be prepared in the preliminary phase before the formal directive has been received. Generally, phasing of planning is as indicated in (1) through (6) below.

(1) *Preliminary phase.* This phase is based on logical assumptions concerning future operations or on knowledge of the tentative plans of higher headquarters that is available before receipt of the formal directive.

(2) *Initial phase.* After the directive is received, plans are initiated, based on limited information and planning guidance. This phase includes preparation of staff and commander's tentative estimates and tentative plans.

(3) *Preparation phase.* Draft plans are prepared, based on more complete information, firm planning guidance, and detailed estimates resulting in the commander's decision and his concept of the operation.

(4) *Approval phase.* The commander reviews, refines, and approves the plan.

(5) *Publication phase.* The approved plan is published.

(6) *Execution phase.* The publishing headquarters provides assistance to the lower echelons in completing their plans and in conducting rehearsals.

7-8. Time Element in Planning

The time required to plan and initiate an operation varies with the size of the unit. At battalion level, an operation may be planned and initiated within a few hours. In this case, the plan may result from a brief estimate of the situation and a decision that are applicable to the immediate future. At field army level, several months may be required to plan and initiate a major operation. The amount of detail considered in the preparation of the plan will vary, depending on the size and the type of command, the experience of the troops, the complexity of the operations, the factors of combined or joint participation, and the time available for planning. Measures to reduce planning time are as indicated in *a* through *c* below.

a. Standing Operating Procedure. SOP promote understanding and teamwork between commander, staff, and troops.

b. Preplanned Action. Any set plan in tactics or procedures for combat service support that can be rehearsed and refined beforehand save planning time. Task organization; alternate tactical plans; and other supporting

plans, such as rear area protection plans, also contribute to the saving of time.

c. Concurrent Planning. Concurrent planning by different levels of command and different staff sections conserves time and promotes the early detection and solution of problems. However, this does not relieve higher echelons of the responsibility to provide information and instructions to subordinate units as early as possible. At successive echelons, planning includes those details required for that particular echelon. Coordination between higher and subordinate echelons, through conferences and visits during the planning, helps pinpoint problems and their solutions. The extent to which planning can be concurrent depends on many factors, to include time and distance between the echelons involved and security considerations. Because each subordinate unit involved in the operation performs its own planning, based on that of the next higher echelon, allocation of adequate time for subordinate unit planning is a consideration at each command level.

7-9. Security During Planning

During planning for future operations, security is an important consideration. To retain initiative and surprise in the forthcoming operation, it is necessary to deny the enemy knowledge of the location, the time of the operation, and the means to be employed. Measures are instituted to control the area in which the planning is taking place, the personnel engaged in the planning, and the documents pertaining to the projected operation. Special measures are established for handling classified material concerning the operation. These measures include establishment of a restricted list

of personnel who have access to elements of the plan; special passes and other identification means for those visiting between headquarters and between staff sections in a large headquarters; and separate offices of record for the recording, distribution, and transmittal of documents. An adjunct to security during planning is early inclusion of a cover plan for the planning and for the operation itself.

7-10. Coordination of Planning

Coordination insures that the elements of planned action fit together. In military application, coordination includes establishment of phases in planned operations as points at which actions and positions of forces must fit. Planning is coordinated through staff conferences, conferences of representatives of interested headquarters, and liaison visits between the units and agencies concerned.

7-11. Planning by Supporting Units

Supporting units have a special consideration that adds to the complexity of their planning. Whereas all elements must consider the physical environment, the enemy, and their higher headquarters, supporting elements must also base their planning on the plan of the supported command. This consideration is more than the simple addition of a single variable to the conditions facing a supporting unit. The various probable courses of action the supported unit may take, both during planning and execution, have great impact on the planning of a supporting agency and demand flexibility in execution. Careful consideration by all staff officers of the special problems facing supporting units will assist supporting elements in planning to give rapid response to the supported units.

Section III. PLANS

7-12. General

A plan is a method or a scheme for a military action. It is a proposal to carry out a command decision or project. As part of the planning process, it represents the command's preparation in a specific area to meet a particular

event. A plan may be written or oral. Although plans are based on specific conditions or assumptions, they are not static. By continuing estimates, analyses, and studies within the overall planning process, plans are changed, refined, and kept current.

7-13. Characteristics of a Plan

The essential element of a plan is that it offers a definite course of action and a method for execution. A good plan—

- a. Provides for accomplishing the mission. (Does it accomplish the objective of the planning?)
- b. Is based on facts and valid assumptions. (Have all pertinent data been considered? Are the data accurate? Have assumptions been reduced to a minimum?)
- c. Provides for the use of existing resources. (Is the plan workable? Are there any resources organic to the organization that are not being fully utilized? Are there any resources available from higher headquarters that should be used?)
- d. Provides the necessary organization. (Does the plan clearly establish relationships and fix responsibilities?)
- e. Provides continuity. (Does the plan provide the organization, personnel, materiel, and arrangements for the full period of the contemplated operation?)
- f. Provides decentralization. (Does the plan delegate authority to the maximum extent consistent with the necessary control?)
- g. Provides direct contact. (Does the plan permit coordination during execution by direct contact between coequals and counterparts on all levels?)
- h. Is simple. (Have all elements been eliminated that are not essential to successful action? Have all elements been reduced to their simplest forms? Have all possibilities for misunderstanding been eliminated?)
- i. Is flexible. (Does the plan leave room for adjustment to change in operating conditions? Where necessary, are alternate courses of action stipulated?)
- j. Provides control. (Do adequate means exist, or have they been provided, to insure that the plan is carried out in accordance with the commander's intent?)
- k. Is coordinated. (Is the plan fully coordinated? When appropriate, has the commander been informed of nonconcurrence or noncoordination?)

7-14. Outline Plan

The outline plan is a preliminary plan that outlines the salient features or principles of a course of action before the initiation of detailed planning. Commanders or staffs frequently use the outline plan to test the feasibility of an operation; to provide information to higher headquarters; to seek approval and allocation of means, when necessary; to obtain opinions and recommendations of subordinate commanders; to assist a commander in arriving at a decision; and to initiate and facilitate planning at lower echelons. The word "outline" is used to indicate the degree of completeness rather than the echelon of command to which it applies. Although higher echelons generally prepare outline plans, these plans may be useful to any commander. The outline plan usually follows the form of the plan it outlines. It is more comprehensive than a simple format and less comprehensive than a complete plan.

7-15. Application of Plans

For different situations, a variety of modifiers are placed before the word "plan." Some of these are "strategic," "campaign," "operation," "administrative," "supporting," and "alternate." These modifiers do not differentiate various types of plans, but merely signify the many purposes for which plans are generated. Regardless of the modifier applied, all plans are the expression of the planning process that is necessary in preparing for future action. A plan develops a course of action to accomplish a specific mission. Several of the different types of plans are included in *a* through *e* below.

a. *Strategic Plan.* This plan provides for the overall conduct of a war.

b. *Campaign Plan.* This plan provides for a series of related military operations to accomplish a common objective, normally within a given time and space. With increasing ranges of weapons and wide dispersion of units in modern war, joint commands often make use of campaign plan. JCS Pub 2 contains the form for a campaign plan prepared by a joint headquarters.

c. *Operation Plan.* This is a plan for a military operation (normally part of a military

campaign). It covers a single operation or a series of connected operations to be carried out simultaneously or in succession. It implements operations derived from the campaign plan. An example of an operation plan is in appendix G. When the time or the conditions under which the plan is to be placed in effect is stated, the plan becomes an operation order. The form is readily adaptable to produce various types of annexes to combat plans or orders.

d. Administrative Plan. This plan applies to combat service support operations. It is based on the command's operational requirements, as determined by appropriate estimates. When put into effect, it is the administrative order. An example of an administrative plan is in appendix G.

e. Other Plans. A supporting plan comple-

ments another plan. An alternate plan provides for the accomplishment of a mission in a different manner. A contingency plan provides for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command. Examples of other plans are in appendix G.

7-16. Format and Techniques in Preparing Plans

Appendixes E and G contain discussions of the format and techniques in preparing plans.

7-17. Annexes to Plans

The discussion of annexes contained in paragraphs 8-8 through 8-10 is applicable to annexes to plans. Examples of annexes to plans are in appendix G.



CHAPTER 8

ORDERS

★(STANAG 2014)

Section I. INTRODUCTION

8-1. General

The words "order," "directive," "instruction," and "command" are synonymous for all practical purposes. All are written or oral communications that convey information governing action. The word "command" implies less choice to the recipient in the manner of execution than do the other forms of orders. The word "directive" is used most often to describe a communication indicating broad aims, policies, or strategic plans promulgated by theater or higher commanders. The term "letter of instructions" is applied most frequently to documents prescribing guidance for operations of a large command and control thereof (e.g., a field army) over a long period. Appendix H contains historical examples of directive and a letter of instructions.

★8-2. Orders

Orders are of two general classes—combat and routine.

a. Combat orders pertain to strategic or tactical operations and their attendant combat service support. A combat order may be issued initially as a plan to become an order at some future time, either specified or as stated contingencies arise. Besides directives and letters of instructions, other combat orders are—

(1) *Operation orders*, which provide for coordinated action to carry out the decision of a commander in the conduct of an operation. The term "operation order" is general and includes both operation orders for the conduct of tactical operations and movement orders. Combat service support commanders also use operation orders to task their own units.

★(2) *Administrative/logistics orders*, which provide for coordinated combat service support for the command.

(3) *Standing operating procedures (SOP)*, which prescribe routine methods to be followed in operations.

(4) *Warning orders*, which give preliminary notice of actions or orders that are to follow. These are usually brief oral or written messages.

★*b.* Routine orders cover normal administrative operations in garrison or field service and include general, special, and letter orders; court-martial orders; bulletins; circulars; and memorandums. For details, see AR 310-1 and AR 310-10.

c. Maintenance, retirement, and disposal of record sets and reference sets of orders are in accordance with the AR 345-series.

Section II. COMBAT ORDERS

8-3. General

A discussion of the characteristics of a combat order is contained in *a* through *h* below.

a. Clarity. Each command or agency that uses a combat order must understand it thor-

oughly. Use of highly technical language can cause misinterpretation. Use of accepted military terminology and phraseology conveys identical meanings to all using agencies.

b. Completeness. The order contains all the

information and instructions necessary to coordinate and execute the operation. However, the order prescribes only those details or methods of execution necessary to insure that the actions of the subordinate units concerned conform to the plan of operations for the entire force.

c. Brevity. Superfluous words and unnecessary detail are avoided. However, clarity and completeness are not sacrificed in the interest of brevity.

d. Recognition of Subordinate Commander's Prerogatives. The order should not infringe on the initiative of subordinate commanders by prescribing details of execution that lie within their provinces. Only under overriding circumstances, such as an operation requiring extremely close coordination and timing, should a subordinate commander be told precisely how to perform an assigned task.

e. Use of the Affirmative Form. In the interest of simplicity and clarity, the affirmative form of expression is used throughout all combat orders. Such wording as "The trains will not accompany the brigade (battalion)" is defective for two reasons: first, the intent of the order depends on the word "not"; second, actual disposition of the trains is not indicated. The proper form is "Trains remain in the assembly area."

f. Avoidance of Qualified Directives. Such expressions as "attack vigorously" are not only meaningless and extraneous, but weaken the force of subsequent directives in which the qualifying adverb does not appear. Such expressions as "try to hold" and "as far as possible" lessen responsibility. Use of such terms as "main attack" and "coordinated attack" are adequate and clear and do not require further qualification. Use of the term "supporting attack" should be avoided.

g. Authoritative Expression. The order reflects the commander's intention and will. Indecisive, vague, and ambiguous language indicates vacillation and indecision and leads to uncertainty and lack of confidence on the part of subordinates. The commander tells his subordinates in direct and unmistakable terms exactly what he wants them to do.

h. Timeliness. Timely distribution of orders

allows subordinate commanders sufficient time for adequate planning and preparation. Concurrent planning saves time.

8-4. Operation Order

★*a. General.* The purpose of an operation order is to give subordinate commanders the essential elements to carry out an operation which are the situation, the mission, the assignment of tasks to formations/units, and the support and assistance to be provided. When an operation is to be conducted immediately, the complete order, or a series of fragmentary orders, is prepared based on the commander's announced decision. When an operation is to be conducted at some future time, the operation order may be an operation plan that will be executed on order by appropriate implementing instructions; for example, "Execute OPLAN 16 as OPOD 8; D-day H-hour is 151700 July 1968."

★*b. Content.* An operation order should include only such detail as is necessary for commanders of subordinate formations/units to issue their own orders and to insure coordination. The detail of how supporting and specialist units are to carry out their tasks should be issued in their own orders, which will use the same format as an operation order unless otherwise specified.

★*c. Preparation.*

★(1) *Staff activity in the preparation of the operation order.* The ACofS, G3, operations (ACofS, security, plans, and operations, in the TASCOP and the FASCOM), had primary general staff responsibility for preparation, publication, and distribution of the operation order of a command. Other staff officers assist by providing those portions of the order pertaining to their staff responsibilities. This contribution varies from a single sentence to a complete annex, depending on the requirement and the staff officer concerned. Appendix B contains a discussion of general staff officer activities in the preparation and issuance of an operation order.

★(2) *Format.* Operation orders have a prescribed format. They may be written, oral, or graphical (traces, overlays), or a combination of these formats. Formats and examples

are in appendix H. A fragmentary operation order has no prescribed format. Those elements found in a complete order are omitted when they have not changed, are not essential, or are unavailable or incomplete at the time of issue. When possible, the format, modified as appropriate, also applies to operation plans.

(3) *Techniques.* Techniques applicable in the preparation of operation orders are in appendix E.

★8-5. Administrative/Logistics Order

a. General.

★(1) The purpose of a administrative/logistics (admin/log) order is to give the commander's plan for administrative and logistic support of operations. It is used to provide information to fighting elements, and it serves as a basis for the orders of service commanders to their units. At higher formations, it will generally supplant the service support annex and be referred to in paragraph 4, "SERVICE SUPPORT," of the operation order. Again, at the lower levels of command, the need for an admin/log order may well disappear or it may become inappropriate, as either paragraph 4, "SERVICE SUPPORT," or the service support annex, will be adequate. Admin/log orders are usually written but may include traces, overlays, and other annexes.

★(2) A completely new order is issued when a complete change in the combat service support situation or in the tactical situation occurs or when many changes make the current order ineffective. A complete admin/log order is also prepared as a matter of historical record. During a continuing situation, necessary changes to the current order are by the issuance of fragmentary orders or by the inclusion of changes in the operation order. An admin/log order is issued separately when the combat service support situation is expected to apply to more than one operation plan or order.

(3) Commanders having major combat service support responsibilities most frequently issue administrative orders. However, these orders may be issued by other commanders, depending on the type of unit and its mis-

sion, the complexity of the combat service support situation, and the SOP.

★*b. Content.* The admin/log order contains information and instructions pertaining to combat service support activities. It is primarily for the units being supported rather than for the units that provide the support.

★*c. Preparation.*

(1) *Staff activity in the preparation of the admin/log order.* The ACofS, G4, logistics (ACofS, security, plans, and operations, in the TASCOC and the FASCOM), has primary general staff responsibility for preparation, publication, and distribution of the admin/log order of a command. Other staff officers, both coordinating and special, assist by providing those portions of the order pertaining to their staff responsibilities. This contribution varies from a single sentence to a complex annex, depending on the requirement and the staff officer concerned. Appendix B contains a discussion of general staff officers activities in the preparation and issuance of the admin/log order.

★(2) *Format.* The format for an admin/log order is given in appendix H. A fragmentary admin/log order has no prescribed format. Those elements found in a complete order are omitted when they have not changed, are not essential, or are unavailable or incomplete at the time of issue.

★(3) *Techniques.* Techniques applicable in the preparation of admin orders are in appendix E.

8-6. SOP's

★*a. General.* The purpose of SOP is to enumerate those procedures which are unique to the organization and which are habitually used for accomplishing routine or recurring actions or matters. They—

(1) Reduce the number, length, and frequency of other types of orders.

(2) Simplify the preparation and transmission of other orders.

(3) Simplify the training of troops.

(4) Promote understanding and teamwork between the commander, staff, and troops.

(5) Advise new arrivals or newly attached units of procedures followed in the organization.

(6) Facilitate and expedite operations and reduce confusion and errors.

b. Scope.

(1) Each command develops an SOP based on applicable portions of published procedures of higher headquarters, the desires of the commander, and the habitual procedures that have been developed through experience.

(2) The SOP of a command normally includes a definite statement that subordinate unit SOP will be based on, and conform to, that of the issuing command.

★(3) The SOP is changed as necessary to meet various conditions or existing practices. The SOP is sufficiently complete to advise new arrivals or newly attached units of the procedures followed in the command. The amount of detail depends on the size of the unit and its state of training. Technical instructions pertaining to a limited number of specialists should not be included in the SOP, but should be issued as separate memorandums or orders as appropriate.

★(4) The SOP should not be used to consolidate actions and procedures prescribed in

other publications and documents that are available to the subordinate unit.

c. Preparation, Publication, and Distribution.

(1) Preparation, publication, and distribution of the command SOP are the responsibilities of the operations officer. Other staff officers prepare appropriate portions of the SOP in the same manner as discussed for the operation order and the admin/log order (para 8-4c and 8-5c respectively).

(2) The SOP is published in the form most effective for the command.

(3) Sample forms for both tactical and combat service support command SOP are in appendix H. Field manuals covering the operations of units contain examples of SOP.

8-7. Warning Orders

Warning orders are appropriate at all levels of command whenever their use can save time or energy. Warning orders give subordinate units advance notice of a contemplated action so that they may have time to make the necessary preparations. Either a general or a special staff officer may issue a warning order after completion of appropriate staff coordination. An example of a warning order is in appendix H.

Section III. ANNEXES TO ORDERS

★8-8. General

a. The main purpose of an annex is to keep the basic text of an order short. It also allows addressees to be given additional copies of certain information, for example, movement tables.

b. An annex is an integral part of an order. The number or type of annexes used is governed by the needs of the particular order. Annexes, when used, should increase the clarity and usefulness of the order.

c. Annexes generally provide information to combat troops but some also give the commander's direction to supporting, specialist, or service commanders. An annex to an order should not be an order from supporting, specialist, or service commanders to their troops.

Although the annex is an integral part of an order, the information and direction given in the main body of the order may be repeated as necessary because of differences in distribution that may occur. The number of annexes to an order will be limited by the needs of the particular order.

d. Annexes include—

(1) Material accompanying an order to preserve brevity, clarity, and simplicity in the body of the order.

(2) Information used to amplify an order when such information is of limited application to the entire command or is primarily technical in nature.

(3) The substance contained in a plan or an order of a subordinate unit; e.g., division or corps artillery.

e. Even when accompanied by annexes, the order should contain in its body all the information essential to the effective employment of all command elements. Staff officers and subordinate commanders should not have to read an entire annex to determine the basic organization and employment of a single arm or service.

8-9. Distribution

Annexes are issued to units or agencies whose actions are affected by information or instructions contained therein. Annexes may be issued simultaneously with the order or as a separate distribution. (Para 8-10 below indicates the difference in form when annexes are issued separately.) Unless there is a good reason to the contrary, each copy of an order is issued complete with all its annexes.

★8-10. Format

a. As a general rule annexes have no prescribed format, however the paragraphing for the operation order (fig. H-1) is usually used as a guide to assure that no significant aspects are omitted. The exceptions to the above are that a service support annex to an operation order follows the format of the administrative order (fig. H-2) and the intelligence annex follows a standardization agreement format (example H-15). With the exception of the intelligence annex only those main paragraph headings required by the content of the annex are used.

(1) The intelligence annex has a more rigid format than other annexes. It may be issued before distribution of the operation order. Its purpose is—to disseminate information about enemy forces essential to the conduct of the operation. To serve as a medium for instructing subordinate commanders to acquire information necessary to the conduct of the operation but which can only be obtained immediately before or when the operation itself has begun

Note. This annex is not intended to serve as a substitute for intelligence collection plans.

To give certain other miscellaneous intelligence orders or guidance for the operation in question.

(2) General instructions for the preparation of the intelligence annex are the same as for the operation order, see paragraph 8-2. The following factors are further guidance to preparation:

(a) It must be kept as brief as is consistent with clarity.

(b) Matters adequately covered in unit or command standing operating procedures (SOP) should not be repeated.

(c) Reference may be made to appropriate intelligence reports, provided addressees have the reports.

(d) Material of limited interest or which involves considerable detail may be included in appendixes to the annex. The most likely appendixes are enemy situation map or overlays, reconnaissance and observation missions, and map distribution table.

b. An annex may be written, or it may take the form of a trace, overlay, overprinted map, sketch, plan, or table. It may be used to give the detail of any part of the order, where appropriate. Annexes are lettered alphabetically in capitals (A, B, C, etc.) and may have one or more appendixes that are numbered in Arabic numerals.

c. If an annex is to have wider distribution than the basic order, or is to be issued separately from the basic order, it must have suitable identification with respect to the basic order and bear, as does the order, a heading and all final entries (acknowledgment instructions; signature of the commander or authorized representative; appendixes; distribution; and authentication, if required). However, if an annex is issued as an integral part of the basic order, and is on the same distribution as the basic order, it need only be suitably identified with respect to its parent paper.

d. Examples of annexes are in appendix H. Techniques applicable to the preparation of annexes are in appendix E.



CHAPTER 9

HEADQUARTERS ORGANIZATION AND OPERATIONS FACILITIES

Section I. ORGANIZATION

9-1. General

a. In the field, headquarters of divisions and larger units normally operate in two echelons. This permits greater dispersion of personnel and equipment and provides alternate control facilities. These echelons are not separate levels of command but components of the same headquarters.

b. The commander determines the location, composition, and organization of each echelon based on his needs to accomplish the mission.

9-2. Headquarters Echelonment

a. *Major Tactical Headquarters of the Field Army.* Field army, corps, and division headquarters frequently are organized in two echelons—the main echelon, including the main and alternate command posts (CP), and the rear echelon. In addition, the commander may choose to operate a tactical CP as an extension of the main CP.

(1) *Main echelon.*

(a) The main CP generally consists of the commander and other headquarters personnel required to assist in the control of operations. The main CP is known as “main headquarters,” “command post,” “CP,” or “division (corps or army) main.” All general staff officers and the special staff officers concerned with combat and combat support operations are normally at the main CP.

(b) The main CP must be capable of rapid and frequent movement. It may move as an entity or by echelonment within the requirements for continuing operation.

(c) The assistant chief of staff (ACofS) G3, operations, recommends the general location of the main CP after coordinating security considerations with the ACofS, G2, intelli-

gence, and communications facilities with the signal officer. The specific location is determined by the ACofS, G1, personnel, assisted by the headquarters commandant and the signal officer. The chief of staff approves the location and the time and method of moving the main CP.

(d) The G3 notifies all interested headquarters of the location and the time that the main CP will close at the old location and open at the new location.

(2) *Rear echelon.*

(a) The rear CP generally consists of those staff agencies and other headquarters personnel engaged in combat service support activities not related directly to the control of combat or combat support operations. The rear CP is known as “rear headquarters,” “rear command post,” or “division (corps or army) rear.” It is normally in the rear area of the command’s area of operations.

(b) The G1 recommends the general location of the rear CP. He coordinates with the G2 on security, the G3 on area allocation and rear area security, the signal officer on communications, and the ACofS, G4, logistics, on area damage control. The headquarters commandant determines the specific location except at division level, where the officer in charge of the rear CP (normally the adjutant general) determines the location. The chief of staff approves the location and the time and the method of moving the rear CP.

(c) The G3 notifies all interested headquarters of the location and the time that the rear CP will close at the old location and open at the new location.

(3) *Tactical CP.* A commander may establish a third headquarters when he needs a

command facility and selective staff assistance at a location closer to his major subordinate elements than that of his main CP. This group is drawn from the main CP and, therefore, is not considered a separate echelon in the command and control system. This headquarters is commonly referred to as "tactical command post," "tac CP," or "division (corps or army) tac." It consists of a small selected staff party, together with communications operating personnel and a security force, that operates away from the main CP. Generally, it is not capable of sustained operations. The composition, location, and time of movement of the tactical CP are normally personal decisions of the commander.

b. Army Group. The army group headquarters is normally echeloned, with a relatively small rear echelon dealing with matters primarily concerning the support of the army group headquarters proper. Whether the army group commander employs a tactical CP depends on the immediacy of tactical decision requirements and the adequacy of the communications system.

c. Other Commands. The headquarters of the theater army, the theater army support command (TASCOM), and the field army support command (FASCOM) usually are not echeloned unless special conditions, such as nuclear environment, make echelonment advisable to reduce signature and vulnerability.

9-3. Headquarters Organization

a. The organization of the headquarters is usually functional to permit maximum efficiency. This functional grouping reduces congestion and facilitates the exchange of information and coordination between interrelated staff activities.

b. The personnel officer has primary staff

responsibility for the arrangement of the headquarters. He coordinates with other staff officers and submits recommendations to the chief of staff for approval.

9-4. Alternate Command Posts

a. An alternate CP insures continuity of command during displacement or in especially hazardous situations.

b. A separate facility may be established or a subordinate headquarters may be designated to serve as the alternate CP.

(1) When a separate facility is established, it may be in an isolated area or at a subordinate headquarters. In either case, the alternate CP should have sufficient staff personnel, communications, and housekeeping and security personnel and equipment to permit essential monitoring of the situation. This continuing readiness enables the commander to exercise control through the alternate CP or to pass control to a designated individual at the alternate CP during displacement of, or in case of serious damage to, the main CP.

(2) When personnel or equipment limitations preclude establishing a separate facility, a subordinate headquarters may be designated the alternate CP. This headquarters may be supplemented with personnel and equipment or it may be required to assume the responsibility using its own resources.

a. An alternate CP for a field army or lower echelon tactical command is primarily an alternate for the main CP. Therefore, its organization and functions are oriented on the tactical situation.

d. The alternate CP for commands that normally do not echelon the headquarters is the alternate for the entire headquarters. Therefore, its organization and functions will depend on the mission of the command.

Section II. OPERATIONS FACILITIES

9-5. General

a. The headquarters is the focal point of the commander's means of exercising command and control. It is the commander's principal source of information, intelligence, and recommendations.

b. Rapid coordination among staff elements is necessary to expedite and carry out staff actions and command decisions. The commander organizes his staff to facilitate speed of action and coordination; at times, the staff members may organize themselves informally

when normal headquarters arrangements are not conducive to close coordination. In either case, these groupments are not organized under tables of organization and equipment and do not constitute separate agencies or echelons of command.

c. Combat and combat support operations require close and rapid coordination. Division, corps, and field army commanders frequently organize tactical operations centers (TOC) to achieve this coordination. Commanders of tactical echelons below division also may use the TOC organization, but more normally they use a less formal arrangement.

9-6. Tactical Operations Center

a. A TOC is an integrated staff facility comprised of selected representatives of coordinating and special staff officers and of certain combat support unit commanders. These representatives provide information concerning current operations in their respective areas of responsibility, make recommendations, take action within established policies, and issue implementing orders.

b. The organization and mission of the command determine the organization and operation of a TOC. Appendix L contains a discussion of an organization and a method of operation of a TOC that is suitable for use by field army, corps, and division.

9-7. Rear Area Operations Center

A rear area operations center (RAOC) is assigned to each area support group in the TASCOM and to each support group of the army support brigade in the FASCOM.

★a. RAOC are organized into five sections as follows:

- (1) Center headquarters.
- (2) Administration and logistical section.
- (3) Security plans and operations section.
- (4) Rear area security task force command section.

(5) Area damage control task force command section.

b. The major functions of a RAOC are to—

(1) Identify rear area protection forces, plan for their employment, and command them, when activated.

(2) Collect, collate, and distribute information pertaining to current operations of the area.

★(3) Serve as a TOC for the area commander in rear area security conditions short of prolonged severe situations. These conditions are discussed in detail in FM 19-45-1 (Test).

9-8. Area Coordination Center

An area coordination center (ACC) is a composite area headquarters at various political and military levels in which all internal defense and internal development activities are planned, coordinated, and directed. Members of the ACC include the local chiefs of military, paramilitary, and other governmental agencies and their U.S. counterparts. The ACC has two major missions—to provide integrated planning, coordination, and direction of all internal defense and internal development efforts in a given tactical area of responsibility and to insure an immediate, coordinated response to operational requirements. The ACC also insures communication with the people and the people's participation in programs designed to improve their security and well-being.



APPENDIX A

REFERENCES

★A-1. Army Regulations (AR)

5-2	Comptrollers in Department of the Army Field Establishment.
10-5	Department of the Army.
37-101	Organization and Functions of Finance and Accounting Offices.
105-31	Message Preparation and Processing.
220-15	Journals and Journal Files.
310-10	Orders.
310-32	Organization and Equipment Authorization Tables, Personnel.
320-5	Dictionary of United States Army Terms.
320-50	Authorized Abbreviations and Brevity Codes.
340-1	Records Management—Program Policies and Procedures.
345-210	Records Management—Files Systems and Standards.
345-215	Records Management—TOE Units of the Active Army and Army Reserve.
360-5	General Policies.
360-61	Community Relations.
380-5	Safeguarding Defense Information.
600-10	The Army Casualty System.
600-16	Personnel Service Divisions; Organization and Procedures.
600-17	The Division Personnel Support System; Organization and Procedures.

A-2. Department of the Army Pamphlets (DA Pam)

35-10	The Comptroller's Guide.
690-80	Administration of Foreign Labor During Hostilities.

A-3. Field Manuals (FM)

1-100	Army Aviation Utilization.
3-1 (Test)	Chemical, Biological, Radiological (CBR) Combat Service Support, TASTA-70.
3-10	Employment of Chemical and Biological Agents.
3-12	Operational Aspects of Radiological Defense.
8-10	Medical Service, Theater of Operations.
8-15	Medical Service in Divisions, Separate Brigades, and the Armored Cavalry Regiment.
8-16	Medical Service, Field Army.
8-17-1 (Test)	Medical Service Communications Zone.
9-6	Ammunition Service in the Theater of Operations.
9-6-1 (Test)	Ammunition Service in the Theater of Operations, TASTA-70.
11-20	Signal Operations, Theater of Operations.
11-23	U.S. Army Strategic Communications Command (Theater).
12-2	Adjutant General Support in Theater of Operations.

14-3	Comptroller Support in Theater of Operations
19-4	Military Police Support, Theater of Operations.
19-45-1 (Test)	Rear Area Protection.
21-5	Military Training Management.
21-30	Military Symbols.
21-31	Topographic Symbols.
21-40	Chemical, Biological, Radiological, and Nuclear Defense.
24-1	Tactical Communications Doctrine.
27-10	The Law of Land Warfare.
29-20	Maintenance Management in Theaters of Operations.
30-5	Combat Intelligence.
30-10	Terrain Intelligence.
30-16	Technical Intelligence.
30-17	Counterintelligence Operations.
30-20	Aerial Surveillance—Reconnaissance, Field Army.
31-16	Counter guerrilla Operations.
31-21	Special Forces Operations—U.S. Army Doctrine.
31-23	Stability Operations—U.S. Army Doctrine.
31-60	River Crossing Operations.
33-1	Psychological Operations—U.S. Army Doctrine.
33-5	Psychological Operations—Techniques and Procedures.
41-5	Joint Manual for Civil Affairs.
41-10	Civil Affairs Operations.
44-1	U.S. Army Air Defense Artillery Employment.
54-2	The Division Support Command and Separate Brigade Support Battalion.
54-3	The Field Army Support Command.
54-4	The Support Brigade.
54-6	The Area Support Command.
54-7	Theater Army Support Command (TASCOM).
54-8 (Test)	The Administrative Support, Theater Army (TASTA-70).
55-6	Transportation Services in Theaters of Operations.
55-15	Transportation Reference Data.
55-35	Motor Transport Operations and Motor Transport Units.
57-35	Airmobile Operations.
61-100	The Division.
100-5	Operations of Army Forces in the Field.
100-10	Combat Service Support.
100-15	Larger Units Theater Army—Corps.
101-10-1	Staff Officers' Field Manual—Organization, Technical, and Logistical Data; Unclassified Data.
101-10-2	Staff Officers' Field Manual—Organization, Technical, and Logistical Data; Extracts of Tables of Organization and Equipment.
101-31-1	Staff Officers' Field Manual—Nuclear Weapons Employment, Doctrine and Procedures.
101-31-3	Staff Officers' Field Manual—Nuclear Weapons Employment, Effects Data (Unclassified).
101-40	Armed Forces Doctrine for Chemical and Biological Weapons Employment and Defense.

A-4. Joint Chiefs of Staff Publications (JCS Pub)

- 1 Dictionary of United States Military Terms for Joint Usage (Short Title: JD).
- 2 Unified Action Armed Forces (UNAAF).
- 4 Organization and Functions of the Joint Chiefs of Staff.

A-5. Other Publications

JANAP and ACP Joint Communications Instructions.

121-series

JANAP 169 Standard Abbreviations. Uniform Code of Military Justice.

APPENDIX B

STAFF OFFICER'S INFORMATIONAL DIGEST

(STANAG 2103)

This appendix presents additional information to assist staff officers in discharging their duties. Although oriented on general staff officer responsibilities and activities, the information contained herein has value to all staff officers in understanding staff relationships in the daily performance of the staff.

Section I. PERSONNEL

B-1. General

a. Manpower management policies, procedures, and principles aim to achieve the most effective employment of the available human resources. Personnel management, on the other hand, seeks to improve managerial policies and procedures through which individuals who make up human resources can improve their potential. The principle of Army personnel management is the use of people efficiently and productively, on a personalized basis. Management must treat people as individuals at every level. The best personnel policy is ineffective unless management applies it intelligently and with understanding. Management develops policies and standards to insure equal treatment, but applies them in keeping with the individual circumstances and military requirements.

b. Commanders and staff officers have an inherent responsibility to accomplish tasks through efficient use of human resources consistent with the principle of Army personnel management.

c. The personnel staff officer (hereinafter called personnel officer) supervises the application of the above principles, makes appropriate recommendations for submission to the chief of staff or commander, and issues instructions in the name of the commander as may be necessary.

d. The responsibilities of personnel staff officers at all echelons are generally the same.

B-2. Personnel Functional Areas and Procedures

a. Personnel functional areas and procedures are generally the same for all field commands; however, a principal difference is the time element and the scope of personnel problems encountered. For example, the field army G1 frequently plans from 1 to 2 months ahead, while the G1 of corps or division usually plans for a shorter period.

b. The discussions of personnel activities contained in subsequent paragraphs include guidance on staff procedures.

B-3. Coordination and Supervision

a. The personnel officer coordinates appropriate matters with other general staff sections. In addition, he actively supervises and coordinates those activities of special staff officers falling within his scope of staff responsibility.

b. The personnel officer takes particular care to accomplish staff coordination with subordinate unit commanders when the matter under consideration affects subordinate unit commanders.

B-4. Standing Operating Procedure

The staff section standing operating procedure (SOP) and, as appropriate, the command SOP contain as many instructions as practicable concerning routine activities for which the personnel officer has staff responsibility. The SOP

promotes teamwork and administrative efficiency and reduces the necessity for the preparation and dissemination of many administrative instructions. The personnel officer prepares both the personnel staff section SOP and the personnel portion of the command SOP.

B-5. Maintenance of Unit Strength

a. General. The personnel officer is responsible to the commander for providing information concerning the strength of the command and for accomplishing necessary staff actions for maintaining its strength. In fulfilling these responsibilities, the personnel officer makes a continuous estimate of strength for present and future situations, and he exercises overall responsibility for the replacement function within the command.

b. Strength. The personnel officer obtains information on the status of the command strength through the receipt of reports from subordinate units. He estimates future strengths by making a loss estimate.

(1) Strength reports.

(a) The personnel daily summary (PDS) (para B-16a) is the most effective means that the personnel officer employs to convey promptly information of the current strength of the command.

(b) The adjutant general receives reports that partly duplicate the information contained in the daily summary, but that are more detailed. Other special staff officers likewise receive reports that either complement or duplicate the information contained in the PDS. The personnel officer checks periodically against records maintained by the adjutant general, surgeon, chaplain, provost marshal, and support command commander, as appropriate, to verify PDS data, particularly prior to consolidation for a periodic personnel report.

(c) Units submit special strength reports to give information on strengths after the occurrence of an event resulting in disproportionate changes in the strength of the unit. These reports are forwarded through command channels to the personnel officer. The SOP prescribes methods for submission of strength reports. The unit may initiate the report or submit it on request of the personnel officer.

(2) Loss estimates.

(a) The personnel officer maintains a continuing loss estimate, balanced against personnel receipts, to determine current and future strength requirements. This estimate is complicated by the fact that losses from nuclear weapons and chemical and biological agents cannot be accurately forecast.

(b) Early in a war, the only casualty and nonbattle loss experience available may be that generated as a result of past wars. Casualty and nonbattle loss statistics are available in FM 101-10-1, while additional information regarding specific areas, operations, and conditions is available in the files of The Adjutant General and The Surgeon General. The personnel officer continuously studies this information with extreme care and takes action to adjust the data only after comparison with past, present, and probable future conditions. He must coordinate closely with other staff officers, particularly with the intelligence officer for information of the enemy, weather, and terrain and with the operations officer for information concerning the nature of the operation to be conducted and its expected duration.

(c) Commands required to submit estimates submit loss rate tables for use in predicting replacement requirements as well as for use in advising the commander in the selection of a course of action.

c. Replacements. Replacement operations are organized to provide for the centralized control of replacements and to achieve a maximum degree of responsiveness to operational needs. The principal planners are the personnel officers assisted by the respective adjutant generals.

(1) The personnel officer is concerned primarily with—

(a) Preparing and maintaining a continuing estimate of the replacement situation, including unit replacements, and advising the commander and staff thereof. As necessary, he submits his estimate to higher headquarters.

(b) Formulating replacement policies concerning—

1. Requisitions and reports.
2. Allocation and distribution.
3. Procurement.

4. Assignment and reassignment.

(c) Coordinating replacement matters with other staff sections, higher headquarters, and subordinate units.

(d) Supervising the adjutant general's replacement operation activities.

(e) Allocating replacements to units, based on priorities established by the commander.

(2) The adjutant general, who is the principal operator, is responsible for directing replacement operations and has operational control of replacement operating units.

(3) The operations officer recommends priorities concerning the allocation of individual replacements and, in coordination with the personnel officer, recommends the need for and assignment of unit replacements.

(4) The logistics officer provides supply, facilities, and transportation in replacement operations. In coordination with the operations officer, the logistics officer recommends assignment of logistic support individual and unit replacements.

(5) Special staff officers provide appropriate services or facilities that replacement operations may require and recommend assignment of individual and unit replacements of their branch or service.

B-6. Personnel Management

Although all staff sections assist the commander in managing personnel, the personnel officer has primary general staff responsibility for supervising overall administration and management of matters and procedures affecting personnel as individuals. He directly supervises personnel management policies in the command and insures the implementation of pertinent procedures. He evaluates personnel management procedures and recommends new policies or changes to policies, when appropriate.

a. Personnel Procedures.

(1) The personnel officer is responsible for the efficient classification, selection, and assignment of the right man to the right job. By supervising enforcement of policies governing such things as working hours, leaves, and passes, he assists in promoting the welfare of

the command. The personnel officer recommends and supervises execution of policies on the use of awards and decorations, promotions, pay, transfers, and reassignments for upgrading and assigning personnel to more responsible or appropriate positions. By constant reevaluation, the personnel officer measures the effectiveness of these activities and recommends such changes as the situation may warrant. He also coordinates with the operations officer in preparing and operating training and retraining programs for special classes of personnel.

(2) One of the personnel officer's staff responsibilities is promotions and battlefield appointments. This responsibility includes—

(a) The interpretation and dissemination of all regulations and directives pertaining to promotions and battlefield appointments.

(b) The recommendation of command policies governing promotions and battlefield appointments, in consonance with regulations and directives of higher headquarters. Furthermore, the personnel officer of a theater army recommends changes in existing Department of the Army directives, based on experiences and requirements of the particular theater.

(c) The supervision and implementation of appropriate policies and directives that the commander or higher echelon issues to insure uniform compliance within the command as a whole.

(d) The establishment, in cooperation with the adjutant general, of an efficient processing system reducing the time lapse between forwarding of the recommendation and the action on and return by the headquarters taking final action.

(e) The resolution of differences in interpretation of directives. Different interpretations in different units eventually lead to a deterioration of morale within the command.

(f) The standardization of administrative processes and forms to insure speed in processing promotion and appointment recommendations.

(g) The exercise of supervisory control of promotions and appointments to prevent the accumulation of surplus grades.

(h) The assurance that promotion standards are maintained, officers are not be-

ing recommended solely because of an existing position vacancy, and highly qualified officers are not denied consideration because of an apparent lack of replacements or possible loss to the command.

(i) The recommendation of ceilings for battlefield appointment at theater army and field army.

(3) The personnel officer, in cooperation with the adjutant general, sets up procedures to supervise the promotion and battlefield appointment program.

b. Prisoners of War and Civilian Internees.

(1) *General.* The personnel officer supervises prisoner of war (PW) and civilian internee activities of the command through the provost marshal (for variation, see para B-17). The personnel officer insures compliance with pertinent laws and regulations to prevent disorders and international repercussions. He also insures consideration of the interests of other staff officers in the development and execution of plans for handling and processing PW and civilian internees.

(2) *Processing and handling.* The provost marshal has special staff responsibility for the evacuation, guarding, processing, proper treatment, and administration of PW and civilian internees. He prepares plans and submits them to the personnel officer for coordination and integration with other activities of the command. The provost marshal insures that the personnel officer is kept informed of the progress of PW and civilian internee activities, and he submits unresolved problems to the personnel officer.

(3) *PW and civilian internee labor.* The preparation and transmission to the personnel officer of reports of numbers of PW and civilian internees available for labor are responsibilities of the provost marshal (support command). The personnel officer, after coordination with other general staff officers for requirements in their functional areas of responsibility, recommends priorities for an allocation of this labor.

(4) *Interrogation.* The interrogation of PW and civilian internees is an intelligence functional area.

c. Civilian Personnel.

(1) At the staff level, the function of civilian personnel administration includes the establishment of rules for recruitment; examination; certification and compensation, employee relations and conditions of employment; and personnel rating, promotion, and dismissal.

(2) The personnel officer insures compliance with general civilian personnel policy. Usually, he is authorized to take civilian personnel actions in the commander's name, including supervisory decisions and the initiation of personnel actions and personnel management activities as necessary to improve the civilian personnel activity and to insure compliance with existing policies.

(3) Within major commands that employ or would employ civilian personnel (U.S. or non-U.S.) in a foreign area in an emergency, the civilian personnel function includes the following:

(a) The development and implementation of plans for the emergency reassignment or evacuation of civilian personnel in areas of hostilities.

(b) The evaluation of available information on numbers and categories of civilian labor needed in probable contingencies, local labor available, and potential labor conditions in objective areas.

(c) The preparation of directives and SOP for implementation of policies of higher headquarters prescribing simplified procedures for the procurement, use, and administration of local national civilian personnel in each country where elements of the command have a mission.

(d) The development of provisions for organization, conditions of employment, and use of mobile civilian labor units in areas where labor would not otherwise be available in sufficient numbers and skills.

(e) The development of an organization and trained cadre of military or civilian personnel in readiness to obtain, organize, administer, and supervise civilian labor in areas where a civilian personnel administration capability would not otherwise be available in an emergency.

d. *Safety.* The personnel officer supervises the accident prevention program, recommends its policies; maintains information on type, frequency, and cause of accidents; and recommends corrective measures.

B-7. Manpower Management

a. Manpower management involves planning and programing military and civilian mand in consonance with strength and budgetary limitations and in foreign areas with getary limitations and in foreign areas with the availability of local labor for military support functions; determining manpower requirements; allocating and controlling military and civilian manpower authorizations; developing criteria for and appraisal of the use of manpower; and procuring and distributing manpower.

b. The definition of manpower authorization is more rigid in commands composed of table of organization and equipment (TOE) units than of table of distribution and allowance units (TDA) and, therefore, relatively limits TOE manpower management activities. Generally, these are activities confined to review of TOE authorizations and administratively processing recommended changes to the TOE to higher headquarters (an operations' responsibility (para B-36e)), use of any bulk authorization that may be authorized and manpower management activities concerned with civilian personnel spaces authorized.

c. The personnel officer exercises staff supervision over manpower management matters except as noted above. Activities that may be required include—

(1) *Manpower planning and programing.* The planning, programing, coordination, and formulation of policy and the execution of the manpower program.

(2) *Determination of manpower requirements.* The determination of the total number of individuals (military and civilian) required and the numbers required to replace losses with a breakdown by types.

(3) *Procurement of personnel.* The procurement of personnel in terms of numbers and military occupational specialties (MOS) or civilian occupational classifications.

(4) *Allocation of manpower resources.* The distribution of manpower resources by allocation to successive echelons of command.

(5) *Development of performance standards and staffing criteria.* The process of prescribing policies and procedures for the analysis of personnel performance in connection with personnel use, requirements, and manpower authorizations.

(6) *Evaluation of personnel employment.* The evaluation of personnel practices and organizational development of agencies to insure the proper use of personnel.

(7) *Distribution.* The bulk distribution of replacements to using units; the preparation and the publication of TDA.

(8) *Operation of manpower reporting system.* The gathering and reporting of necessary facts about manpower and commands for information, operation, planning, and control.

B-8. Development and Maintenance of Morale

a. General.

(1) Everything done in the discharge of command responsibilities influences morale. Therefore, a commander considers morale in determining the method that he will use in discharging command responsibilities. Morale influences the manner of accomplishment of command activities; therefore, all staff officers must consider the status of morale.

(2) The personnel officer is the principal assistant in the determination and evaluation of the status of morale in the command. On the basis of an evaluation of morale indicators (FM 100-10) obtained from staff visits and reports and coordination with other staff officers, the personnel officer advises on the status of morale and makes appropriate recommendations.

(3) In addition to his responsibility for determining and evaluating the status of morale, the personnel officer has general staff responsibility for certain functional areas that have a direct relationship to the maintenance of morale. A discussion of these functional areas follows.

b. *Personnel Services.* The immediate objective of personnel services is to care for the

personal needs and welfare of men as individuals (FM 100-10).

(1) *Rest and leave.*

(a) The personnel officer has staff responsibility for recommending quota allocations to leave areas, religious retreat centers, and recreational centers and for the staff supervision of these areas. No strict policy can be established governing how quotas should be established. Policy depends on many factors, which the personnel officer must evaluate each time that he receives a quota. As a minimum, coordination is required with staff officers who exercise staff supervision over activities of units being considered for quotas.

(b) The personnel officer is responsible for insuring that essential facilities are available at rest and leave areas, camps, or centers. He coordinates with appropriate staff officers to insure the provision of such necessary services as exchange detachments, special services units, postal and finance detachments, supply and service units, and the American Red Cross.

(2) *Rotation.* The personnel officer is responsible for recommending policy concerning rotation of individuals, supervising the implementation of the rotation program, and recommending changes to or deviations from established policy. He coordinates with appropriate staff officers to keep informed of the impact of the rotation program on the accomplishment of mission activities.

(3) *Postal services.* If the Army operates the postal service, the personnel officer has general staff responsibility for preparing plans for postal service for the command. The adjutant general is responsible for operating the postal system in accordance with pertinent Army regulations.

(4) *Special services.* Special services activities are a special staff responsibility of the adjutant general under the staff supervision of the personnel officer.

(5) *Nonappropriated fund activities.* Services provided by nonappropriated fund activities have an important bearing on morale and welfare; therefore, the personnel officer provides guidance and supervision for the operation of these activities.

(6) *Open messes.* Open mess services

have an important bearing on morale and welfare; therefore, the personnel officer has responsibility for staff guidance and supervision of the mess secretary and the board of governors.

(7) *The Army and Air Force Exchange Service.* The provision of exchange goods is an important morale factor that requires the personnel officer's continuing attention. The personnel officer coordinates with the logistics officer to determine whether exchange items are provided by the Army and Air Force Exchange Service, are authorized for issue as a part of the field ration, or are sold by mobile sales facilities; to evaluate the morale implications of the service; and to make recommendations, as appropriate. When mobile sales facilities are used, the personnel officer also provides staff guidance and supervision in this area.

(8) *Religious activity.* In a division or higher headquarters, the chaplain is a member of the special staff. The personnel officer assists the staff chaplain in insuring that chaplains with troops have every facility possible for the effective discharge of their tasks. While the staff chaplain should not have staff responsibility for planning and supervising the unit morale program, he should provide advice and assistance.

(9) *Character guidance.* The personnel officer has staff responsibility for the effective implementation of the character guidance program and coordinates those actions required for a continuous and integrated program. He normally is the chairman of the character guidance council.

c. *Graves Registration Activities.* The personnel officer coordinates with the operations officer to insure that training programs include training in the proper procedures for handling the deceased and their effects. He reviews plans for graves registration operations to insure provision of both adequate units and facilities to handle estimated killed in action (KIA) losses. He coordinates with the logistics officer for the provision of logistic support, particularly transportation, for the expected operations.

d. *Casualty Reporting System.* Casualty re-

porting is one of the most exacting administrative tasks performed in the Army. It takes on an importance not found in other administrative functions because of its far-reaching effects on the morale of both military personnel and the civilian population and on other phases of Army administration. When a soldier becomes a casualty, the Army must notify his next of kin as soon as possible and give them the facts with complete accuracy; therefore, the Army must have a definite and well-planned system for gathering, verifying, and transmitting information about casualties. The personnel officer prepares plans to establish a casualty-reporting system and gives precombat instruction in procedures at all levels throughout the command. The adjutant general operates the casualty reporting system.

e. Decorations and Awards.

(1) The personnel officer insures that—

(a) Advance plans are made to establish a decorations and awards policy.

(b) All units issue precombat instruction in procedures in conformance with plans.

(c) Recommendations for awards are made promptly, correctly, and in accordance with established policies and regulations.

(d) Recommendations for awards are processed and acted on properly, efficiently, and rapidly.

(e) Recipients of awards receive publicity within their units and that the public information officer (PIO) obtains this information for public release.

(f) Corrective action is taken to amend the decorations and awards policy if it fails to establish comparable standards and equitable distribution for decorations and awards.

(2) The personnel officer should frequently measure the effectiveness of the decorations and awards policy established. Means commonly employed to accomplish this include—

(a) Staff visits.

(b) Compilation and analysis of statistics based on days in combat and accomplishments.

(c) Comparisons with adjacent units of similar organization and missions.

(d) Supervision over awards boards.

(e) Checks on processing within headquarters.

(f) Careful recording of recommendations for awards.

(g) Conferences with personnel officer of lower echelons.

(h) Conferences with unit chaplains.

(i) Analysis of theater troop opinion polls.

★B-9. Health Services

★The surgeon is responsible for health services under the general staff supervision of the personnel officer. These responsibilities include—

a. Preparing medical plans.

b. Providing adequate health services to the command.

c. Coordinating with the logistics officer and the support command commander to insure consideration of certain medical functions with the overall logistic plans, e.g., coordination of the medical evacuation plan with the transportation plan concerning use of roads and railways.

d. Conducting physical examinations.

e. Providing preventive medicine including immunizations.

f. Providing veterinary, medical laboratory, and blood transfusion services.

g. Providing medical materiel and maintenance.

h. Advising the command on personnel hygiene and sanitation.

★i. Coordinating with the logistics officer and the support command commander on medical requirements for supply, construction, and transportation.

B-10. Maintenance of Discipline, Law and Order

a. *General.* All staff officers are concerned with discipline. The personnel officer and associated special staff officers have the most direct concern.

(1) The personnel officer is responsible for supervising the preparation of enforcement policies with emphasis on plans, policies, and procedures to insure fair, equitable, and uniform enforcement. The provost marshal ad-

vises the commander and staff on matters pertaining to the maintenance of law and order and is responsible for the enforcement of laws, regulations, and orders within the command (for variation, see para B-17).

(2) The personnel officer is concerned with the effects of military justice and courts-martial and with the general problem of discipline, law and order other than the administration of military justice. The staff judge advocate is directly responsible for the administration of military justice within the command. Although the staff judge advocate communicates directly with the commander on matters pertaining to military justice, he keeps the personnel officer informed on those matters pertaining to discipline, law and order within the command that are the responsibility of the staff judge advocate.

b. Measure for Maintaining Discipline, Law and Order. Discipline, law and order activities to which the personnel officer pays particular attention include—

(1) *Preventive measures.* These measures induce military personnel to develop habits and attitudes of obedience and respect for authority and eliminate existing or potential causes of law violations or adverse behavior that include—

(a) Training.

(b) Employment of sound leadership principles at all echelons.

(c) Careful and complete orientation of the soldier as to his obligations, his privileges, the necessity for law and order, and provisions of the Uniform Code of Military Justice (UCMJ).

(d) Ceremonies and programs to develop military smartness, pride in organization, personal appearance, and personal accomplishment.

(e) The proper employment of military police.

(f) Cooperation between military units and local civil authorities (in conjunction with the G5).

(g) Adjustments of disciplinary measures to local conditions.

(h) Issuance of only such instructions and orders that can be enforced.

(i) Use of preventive measures that can accomplish their purpose without undue hardship.

(j) Use of suggestion, advice, and tactful criticism by commanders to keep men out of trouble.

(k) Compliance with spirit and letter of leave policy.

(l) Placing chronically troublesome civilian establishments and areas off limits.

(m) Private rebuke and considerate counsel in cases of initial minor offenses.

(n) Study and analysis of causes of violations and elimination of such causes.

(o) To the extent practicable, avoidance of disciplinary measures that remove the offender from training and from hazards and hardships of combat.

(p) Maintenance of factual data both relative to morale and discipline indicators and relative to the current status of men in arrest, delays in trial, and nature of offenses to detect early undesirable trends in discipline or in the administration of discipline.

(q) Insuring that personnel are afforded an opportunity to be heard regarding complaints and that, when warranted, proper corrective measures are taken.

(r) Encouraging regular attendance at religious services and faithful practice of individual religious obligations.

(s) Rehabilitation after confinement.

(2) *Corrective measures.* Corrective measures deal with actual offenders. These measures include the nonpunitive actions (admonition, reprimand, etc.) discussed in Manual for Courts-Martial, United States, 1951, paragraph 128c; nonjudicial punishment pursuant to Article 15: UCMJ; and trial by court-martial. The measure to be employed in any particular case should be the minimum necessary to meet the ends of justice and discipline.

c. Straggler Control. Stragglers are military personnel who are away from their units in combat or on maneuvers without proper authority. The establishment and operation of straggler posts and straggler collecting points are responsibilities of the provost marshal under the supervision of the personnel officer (for variation, see para B-17).

d. Military Justice.

(1) The personnel officer, in carrying out his responsibilities relating to law and order, insures that policies concerning the following measures are published and comply with—

- (a) Preventive measures.
- (b) Study of cases for the purpose of discovering and eliminating causes of derelictions.
- (c) Provision of adequate numbers of members for appointment to court-martial.
- (d) Qualification of members of courts.
- (e) Rotation of members of all courts.
- (f) Frequent check of operation of confinement facilities.

(2) The statistical records of the staff judge advocate are important sources of information as to the state of discipline in the command.

B-11. Headquarters Management

a. General. Headquarters management is the control of the organization and administration of the headquarters to insure that operations are performed with optimum efficiency. This management deals with physical arrangement, control, and standardization of procedures within a headquarters or other activity. All staff officers are concerned with the administrative activities within their own staff sections. In addition, the personnel officer is responsible for assisting the commander in supervising the administrative activities within the headquarters. In performing this duty, the personnel officer does not encroach on the prerogatives of other staff officers in the operation of their own sections or functions. He makes himself available for advice to other staff officers on request. The comptroller performs management analysis functions for the commander as described in paragraph B-71. However, the presence in a headquarters of a comptroller does not relieve the personnel officer of the staff responsibility for headquarters management.

b. Headquarters Management Activities. The personnel officer is responsible for the following headquarters management activities:

(1) Organizing and managing the G1 office.

(2) Coordinating and supervising the movement, allocation of office space, internal arrangement, security, and organization of the headquarters.

(3) Recommending changes in administration that would improve the efficiency and effectiveness of the headquarters.

(4) Recommending staffing adjustments to reflect changes in workload based on assigned missions.

(5) Allocating shelter in the headquarters area for troops and the headquarters, in coordination with other staff sections.

c. Internal Layout of the Headquarters.

(1) The arrangement of personnel, groups of personnel, equipment, and facilities within individual sections of a headquarters is usually a matter for the individual section chief to prescribe. However, the personnel officer, in performing his responsibility for headquarters management, offers advice or makes recommendations, as required, in the interest of promoting efficiency or accomplishing economies in resources.

(2) The interior arrangement, location, and allocation of office space are based on desires, guidance, policies of the commander, and the facilities available.

d. Movement of the Headquarters.

(1) SOP normally cover the tactical movement of a headquarters and the occupation of a new area. The personnel officer is responsible for preparing and coordinating plans; alerting headquarters agencies to move and preparing them for the move; planning, organizing, and controlling the movement in accordance with SOP; insuring an orderly movement into the new area; and establishing and occupying the new headquarters area with dispatch and without interruption to its continuity of operation.

(2) The personnel officer or his designated representative normally heads the quartering party consisting of representatives of the various headquarters elements to reconnoiter and select the exact location of the new headquarters area. He picks this specific location in coordination with other interested staff agencies, particularly the signal officer and headquarters commandant. The quartering

party accomplishes the organization, layout, and allocation of shelter in the new area prior to the arrival of the main body of the headquarters.

B-12. Personnel Estimate

The personnel officer prepares the personnel estimate to determine the impact of both the personnel situation on operations and operations on personnel matters. The estimate includes the personnel officer's recommendations to meet estimated requirements. It may be written, particularly in the higher echelons of command. In the division, the personnel estimate is frequently recorded only in the form of notes and is usually presented orally (app C).

B-13. Plans and Orders

a. The personnel officer usually begins to prepare his plan before the commander arrives at his decision; subsequently, he makes the necessary adjustment to best support the decision. The plan is reexamined, on completion, to see that it adequately supports the current mission of the command and agrees with current policies. When the commander approves the plan, he may disseminate it by—

- (1) Administrative order.
- (2) Operation order (para 4 or, if used, the administrative annex).
- (3) Administrative publications media.
- (4) Conferences.
- (5) Messages.

b. When (1) or (2) above or both are used, the personnel officer provides the personnel portions to the appropriate general staff officer responsible for preparation and publication of the order or annex.

B-14. Miscellaneous

The personnel officer has staff responsibility for a number of matters related to the individual that are outside the specific categories previously discussed. The more important of these are supervising activities concerned with education of military personnel, dependent schools, marriage to foreign nationals, reception of visitors, community relations, and administrative matters not assigned other general staff sections.

B-15. Records

Records that the personnel officer may maintain to assist him in carrying out his duties include—

- a. Journal (para 2-16).
- b. Workbook (para 2-16).
- c. Policy file (para 2-16).
- d. Personnel situation map (para 2-16). The personnel situation map shows current installations and unit dispositions that affect personnel activities. These maps may include actual and proposed future locations of headquarters of major units, replacement units, civilian personnel offices and civilian labor pools, machine records units, special service units, graves registration units and collecting points, cemeteries, medical units and facilities, bath and laundry units, PW installations, straggler posts and collecting points, military police units, civilian collecting points, numbered finance disbursing units, Army postal units, and rest area locations. The personnel portion of the overlay that accompanies the administrative order is prepared from this map.
- e. Personnel loss estimates (FM 101-10-1).
- f. Personnel loss rate tables (FM 101-10-1).
- g. Summaries of accident experience. These summaries identify sources from which casualties or other nonbattle losses originate. Subordinate elements analyze and report accident experience summaries to higher headquarters and similar organizations to determine trends and types of accidents common to planned operations and to establish realistic controls. Carefully maintained summaries of accident experience identify personnel and materiel failures that require remedial action.

B-16. Reports

Reports available to the personnel officer for use in carrying out his duties include the following:

- a. *Personnel Daily Summary*. This summary is the most effective means that the personnel officer employs to obtain the latest personnel information resulting from the unit's actions for any given period. Appendix J contains an example PDS. Division prepares this report as of a designated time each day from information obtained from subordinate assigned units

and attached combat units. Whenever possible, division selects a prescribed time that will alleviate the administrative burden in operational units. The form contains information relative to authorized strengths and losses and gains. Division does not forward the form itself. Normally, division transmits only the consolidated figures therefrom through command channels to higher headquarters. The personnel officer is responsible for the timely transmission of those consolidated figures to the next higher headquarters.

b. Periodic Personnel Report.

(1) The personnel section assembles this report and submits it to the organizational or higher commander either periodically or on call. The report presents pertinent data that indicate the personnel situation. The items covered in the periodic personnel report include the entire scope of personnel activities for a command for a given period.

(2) The value of this report is twofold—

(a) First, it permits a commander and interested staff officers periodically to obtain a recapitulation of facts pertaining to all personnel activities within the command. By comparing these facts with those in previous reports, the commander and the staff can readily determine those activities and units requiring more attention.

(b) Second, the periodic personnel report forms the basis of the personnel portion of the operational report (AR 525-15).

(3) Much of the data listed in the periodic personnel report comes from records in the personnel section and in special staff sections of the headquarters, especially in the adjutant general section and adjutant general data processing units. Subordinate units must submit data only when these data are not available in the headquarters.

(4) Appendix J contains an example of a periodic personnel report.

c. Casualty and Nonbattle Loss Reporting.

(1) Units report casualties and nonbattle losses to the personnel officer through the adjutant general in accordance with instructions contained in AR 600-10.

(2) Casualty and nonbattle loss reporting serves a twofold purpose—

(a) To furnish complete data on casualties and nonbattle losses for use in notifying an emergency addressee and to provide data for settling pay, insurance, pension, and disability claims.

(b) To provide the various agencies of the Department of the Army, theater, and subordinate headquarters with information necessary to compile loss rate tables and estimated requirements and to facilitate accurate personnel strength accounting.

B-17. Organizational Considerations

a. The discussion in this section of the personnel functional area obtains at each major field echelon within the considerations contained in paragraphs 4-57 through 4-62, and further in this paragraph.

b. The headquarters staffs of the field army, corps, division, and field army support command (FASCOM) have few special staff officers. The personnel general staff officers and the subordinate support command (brigade) now perform those personnel responsibilities and duties for which a special staff officer is not authorized. Therefore, the personnel staff officer accomplishes staff coordination and supervision directly with the support command (brigade) rather than through a special staff officer. Activities influenced are—

(1) *Graves registration.* At each of the above echelons, except FASCOM, the personnel officer is responsible for all force level personnel staff activities related to graves registration. He coordinates directly with the support command on matters concerning support command graves registration operations. He exercises direct staff supervision rather than going through or being assisted by a special staff officer. Graves registration in FASCOM is a staff responsibility of the assistant chief of staff (ACofS), services, who exercises the staff supervision as discussed above.

(2) *PW and civilian internees.*

(a) At field army, corps, and FASCOM the personnel officer is responsible for all force-level personnel staff activities related to PW and civilian internees. Procedures parallel those discussed in (1) above.

(b) At division, the personnel officer

also is responsible for personnel staff activities related to PW and civilian internees; however, he limits his activities to general staff supervision while the provost marshal accomplishes the more detailed coordination and supervision.

(3) *Discipline, law and order.* Staff responsibilities and procedures for the exercise of staff coordination and supervision in the con-

duct of discipline, law and order is discussed in (2) above.

(4) *Miscellaneous.* At all echelons coordination of requirements for logistical support of personnel operations is either with the appropriate general staff officer or directly with the support command (brigade) commander.

Section II. INTELLIGENCE

B-18. General

a. The functional area of intelligence includes both intelligence and counterintelligence activities. Intelligence and counterintelligence activities are an integral part of the operations of all units and individuals. AR 320-5 contains the definition of intelligence and counterintelligence. FM 30-5, FM 30-17, and FM 30-17A contain discussions of intelligence and counterintelligence respectively. FM 30-31 contains a discussion of intelligence requirements in stability operation.

b. Generally, the responsibilities of the intelligence officer are common to all types of commands. However, the requirement for a given activity varies in scope and size at different echelons and in different types of commands. These differences are discussed in subsequent paragraphs.

B-19. Coordination and Supervision

a. The intelligence officer continuously coordinates with other staff officers to determine requirements and to insure the integration of intelligence operations with the overall operations. Other staff officers initiate coordinating action with the intelligence officer whenever new intelligence requirements appear. Typical relationships reflecting the high degree of coordination required include—

(1) All staff officers use the analysis of the area of operations and the intelligence estimates in estimating the effects of weather, terrain, and enemy capabilities on activities in their fields of interest.

★(2) The civil-military operations officer furnishes information in political, social, economic and psychological fields for inclusion in the analysis of the area of operations and, oth-

erwise, assists in all intelligence activities that become involved with civil-military operations such as censorship or detection of enemy agents within the civilian population.

(3) Staff members who need specific intelligence information state these needs to the intelligence officer for inclusion in his collection plan.

(4) All general staff officers may recommend to the intelligence officer essential elements of information (EEI) or other intelligence requirements (OIR) appropriate to their general staff interests.

b. The intelligence officer may directly supervise and/or exercise operational control of—

(1) Military intelligence groups, battalions, companies, platoons, or detachments.

(2) Armored and air cavalry units (when employed in an intelligence role).

(3) Ground reconnaissance elements.

(4) Air surveillance and reconnaissance elements of aviation units.

(5) Attack elements of aviation units (when employed in an intelligence role).

(6) Long-range patrol units.

(7) Agents, line crossers, and similar intelligence means and activities.

(8) Assigned or attached allied civilian or military or U.S. intelligence-producing elements.

B-20. Collection of Information

a. *General.*

(1) The intelligence officer supervises and coordinates the information collection activities of the command. Proper supervision and coordination of these activities improve the

quantity and quality of the resultant available information and intelligence.

(2) The intelligence officer must have a thorough knowledge of available sources of information, collecting agencies, and the type of information that each of the latter can provide. He must understand the operations of the command to provide the particular intelligence required for success. He must have a thorough knowledge of the tactics, organization, and characteristics of the enemy. He must be especially competent in the fields of surveillance and countersurveillance, reconnaissance and counterreconnaissance, and target acquisition operations.

(3) FM 30-5 contains a discussion of collection of information, including sources, agencies, intelligence requirements and their priority, indications, the collection plan, and orders and request.

(4) The collection, processing, and production of technical intelligence is explained in FM 30-16.

b. Reconnaissance.

(1) *Ground reconnaissance.* In developing plans for ground reconnaissance and in coordinating these plans, the intelligence officer checks with the operations officer to insure that orders and requests to combat elements do not interfere with the accomplishment of the combat element's primary mission. Additionally, the intelligence officer must be fully informed of planned combat operations to support the operation and to integrate ground reconnaissance with the combat activity whenever possible.

(2) *Air reconnaissance.* The intelligence officer has staff responsibility for all matters concerning air reconnaissance (FM 30-2).

c. Combat Surveillance. The intelligence officer performs staff supervision of ground and air combat surveillance. In coordination with the operations officer, he assigns mission priorities similar to the procedure for processing requests for reconnaissance, FM 30-5 contains additional information.

(1) The intelligence officer has staff responsibility for—

(a) Planning the systematic watch of the battlefield.

(b) Assigning mission priorities in coordination with the operations officer.

(c) Coordinating and integrating all surveillance resources.

(2) The operations officer has staff responsibility for—

(a) Designating combat units for use in the conduct of combat surveillance.

(b) Furnishing information on friendly forces, to include their locations, activities, and plans.

(c) Specifying characteristics of targets that are of special interest to the current mission.

(3) Other staff officers who have an interest in combat surveillance either as operating agents or as users of the results of combat surveillance include—

★(a) The signal officer who plans the necessary communication links, and advises on the overall communications-electronics (COM-MEL) aspects.

(b) The aviation officer, who furnishes air surveillance means.

(c) The artillery officer, who furnishes means for and uses the product of combat surveillance in target acquisition.

d. Target Acquisition.

(1) The intelligence officer has general staff responsibility for target acquisition.

(2) The operations officer and the fire support coordinator are particularly concerned with target acquisition activities.

(a) Artillery and other fire support elements have organic means for target acquisition and, within the policy of the commander and in accordance with the planning of the intelligence officer, conduct target acquisition with these means.

(b) In the planning stage of an operation, the operations officer provides the intelligence officer with guidance as to types of targets and target information requirements for nuclear attack. The intelligence officer then develops a list of potential targets based on existing enemy information, characteristics of the area of operations, and enemy habits. He orders a collection effort using all available means to detect indications of the existence of potential targets. The intelligence officer then

develops indications by a more intensive collection effort to provide the necessary detailed target information or to disprove the presence of the suspected target.

(3) The proper authority normally directs other target acquisition means of the command in accordance with instructions and guidance provided by orders and requests emanating from the intelligence section.

(4) Generally, the same procedure applies to both nuclear and nonnuclear situations; however, more decentralization of effort is generally the rule in a nonnuclear situation.

e. Prediction of Fallout and Radiological Monitoring and Survey.

(1) The intelligence officer's responsibility includes—

(a) Reviewing the chemical officer's plans for accomplishing the prediction of fallout from enemy-delivered weapons and all monitoring and survey operations, insuring that such plans support the operation, and submitting the plans to the chief of staff for command approval.

(b) Insuring that procedures are established for collecting and evaluating and that communication means are available for disseminating information of fallout from enemy-delivered weapons and all monitoring and survey operations.

(c) Considering the effect of predicted fallout on the area of operations, enemy capabilities, and own operations and providing estimates to appropriate staff members and the commander.

★(2) Close coordination with the operations officer is essential to insure a minimum conflict of interest between the responsibilities of the operations officer for prediction and dissemination of information of fallout from friendly delivered weapons and the responsibilities of the intelligence officer for enemy-employed weapons.

B-21. Processing Information

The sequence that an intelligence officer follows in processing an item of information depends on its nature and content. FM 30-5 provides a detailed discussion of the recording, evaluation, and interpretation steps of processing information.

B-22. Counterintelligence

a. In planning counterintelligence measures, the intelligence officer is concerned with the security of the command.

(1) The intelligence officer recommends appropriate countermeasures to prevent the enemy from learning of those friendly activities that disclose the intentions of the command or, if disrupted, will imperil the accomplishment of the mission. To develop appropriate counterintelligence measures, the intelligence officer prepares a counterintelligence estimate of enemy intelligence, sabotage, espionage, and subversive capabilities and their effect on the mission of the command. He coordinates with other officers to determine the activities that require counterintelligence support. In devising counterintelligence measures, the intelligence officer coordinates with the rest of the staff to insure that the proposed counterintelligence measures do not unnecessarily hamper other operational activities.

(2) A counterintelligence measures worksheet aids in developing appropriate measures (FM 30-5). This worksheet is the basis for a counterintelligence plan, which when completed becomes either an appendix to the intelligence annex of the operation order or paragraph 4 of the intelligence annex.

b. The intelligence officer at combat service support headquarters places major emphasis on military security, denial of information to the enemy, and protection of critical installations. Air terminal and port, travel, and frontier security are of great importance. In addition, intelligence officers of combat service support commands also are concerned with civil security and censorship.

c. At division and corps, the chief of the counterintelligence section of the attached military intelligence detachment assists the intelligence officer in planning and supervising counterintelligence measures. The military intelligence battalion performs this function at field army and army group.

B-23. Analysis of the Area of Operations

a. *General.* Analysis of the area of operations is an important product of the intelligence officer's activities.

(1) The analysis of the area of operations is a study to determine the effects of the area of operations on enemy and friendly operations. In making his analysis of the area of operations, the intelligence officer does not analyze effects of weather, terrain, other characteristics, and the enemy on specific courses of action employed by the operations officer or commander in their estimates; but rather he bases the analysis on the type of maneuver directed in the mission statement, i.e., attack, defend, delay, etc. Therefore, his analysis is a basis for developing specific friendly courses of action and enemy capabilities in the commander's estimates and in staff estimates.

(2) The intelligence officer has primary staff responsibility for initiating, coordinating, and insuring completion and dissemination of analyses of the areas of operations. Other staff sections contribute within their respective fields so that the final analysis represents a consolidated effort. Typical contributions include—

(a) The engineer's terrain studies.

(b) The staff weather officer's information and studies of weather and weather forecasts.

★(c) The civil-military operations (CMO) officers' information of sociology, politics, economics, psychology, technology, and related fields.

★(d) The CMO officers' and the civilian personnel officers' information on local labor conditions.

(e) The unconventional warfare officer's information from areas not under control of friendly forces.

★(3) The intelligence officer uses other sources of information including national intelligence surveys, and locally produced studies and periodicals. Analyses of other headquarters are valuable sources of information, although they may not directly apply to the particular unit.

(4) Regardless of assistance received, the intelligence officer is solely responsible for the interpretation of the characteristics of the area of operations; for anticipating requirements; and for producing, maintaining, and disseminating intelligence pertaining to the characteristics of the area.

b. Preparation and Presentation.

(1) When possible, the intelligence officer prepares an analysis of the area of operations based on a deduced mission before the actual mission has been received. On receipt of the mission, the intelligence officer reevaluates the analysis. After the commander has reached a decision, the analysis of the area of operations may require refinement because of his adopted course of action. As the operation progresses, the uncovering of new areas, changes in mission, or receipt of additional or more accurate information may require a revision of the analysis. Corps and higher headquarters normally prepare a written analysis in planning projected operations. In division headquarters, the intelligence officer may prepare a written analysis for projected operations to be carried out at great distances, such as airborne, amphibious, and airmobile operations; however, in most division operations, he will use the corps analysis supplemented by information of particular pertinence to the division.

(2) Appendix I contains the form and examples of an analysis of the area of operations. FM 30-5 contains additional information concerning the content of an analysis.

B-24. The Intelligence Estimate

a. General.

(1) The intelligence estimate is one of the major end products of the intelligence officer's activities. The collection and processing of information are oriented toward the intelligence estimate. The estimate brings together significant aspects of the area of operations and the enemy situation; presents, analyzes, and discusses the enemy capabilities, weaknesses, and strengths; and draws conclusions as to the effects of the area of operations on friendly operations, the relative probability of enemy's adoption of courses of action open to him, and enemy vulnerabilities that can be exploited. With the intelligence estimate, the commander can balance these factors against his possible courses of action and choose his own favorable course of action.

(2) All echelons of command prepare and keep an intelligence estimate. Because the intelligence estimate is concerned with many variables, a change in any major factor re-

quires a review of the entire estimate to determine the implications. A current intelligence estimate can be presented at any time because the estimating process never ends.

(3) In preparing an intelligence estimate, the intelligence officer makes realistic assumptions and deductions, based on a thorough knowledge of the enemy and careful study of the available information. Once the intelligence officer makes assumptions and deductions, he takes action to determine their accuracy.

b. Preparation and Presentation.

(1) The intelligence officer is responsible for the preparation and presentation of the intelligence estimate; however, other staff officers may provide him with information and advice. This may include, as applicable—

(a) Operations officer—courses of action.

★(b) Civil-military operations officer—civilian and psychological aspects.

(c) Engineer—terrain information.

(d) Staff weather officer—weather data.

(e) Artillery officer—enemy artillery capabilities.

(f) Unconventional warfare officer—information from areas not under control of friendly forces.

(g) Other special staff officers—other characteristics as needed.

(2) The intelligence officer may present his estimate orally or in writing. At corps and higher echelons, most estimates are written. The division echelon uses both oral and written presentations, depending on the immediacy of the need. Echelons below division normally use oral presentations. Regardless of the manner of preparation and presentation, the intelligence officer bases the estimate, as far as practicable, on a prescribed form. Appendix C con-

tains the form and examples of the intelligence estimate.

B-25. Intelligence Annex to Operation Plans and Orders

a. The intelligence annex is a means of disseminating intelligence and information and of issuing intelligence instructions to a command for an impending operation. It confirms the orders and requests for information that have been made in fragmentary form and that are still current at the time the annex is issued.

b. An intelligence annex is normally prepared for each operation.

c. The intelligence staff officer prepares the intelligence annex and authenticates it when required. Appendix H contains an example of an intelligence annex.

B-26. Weather and Climate Studies and Summaries

a. The intelligence officer has staff responsibility for establishing and consolidating weather requirements and the necessary coordinating actions with the Air Weather Service and other agencies providing weather information. He insures the distribution of weather forecasts and summaries, climate summaries, and climate studies, as required.

b. The intelligence officer analyzes weather data and provides an evaluation of their effects on military operations. The analysis of the area of operations contains much of this evaluation; however, the intelligence officer disseminates special evaluations when needed. The intelligence officer obtains assistance from other staff officers including the engineer, transportation, signal, chemical, and aviation officers and the unconventional warfare liaison officer.

c. FM 30-5 contains a more detailed discussion of weather forecasts and weather and climate

studies and summaries. Some of the FM 31-series contain information of weather effects in particular areas of the world.

B-27. SOP

The intelligence officer prepares the intelligence section SOP and the intelligence portion of the command SOP.

B-28. Records

a. Journal. The journal contains briefs of important written and oral messages received and sent, as well as notations of intelligence summaries, orders, records of important conferences, and similar matters pertaining directly to the intelligence section. The journal is the primary record of operations of the intelligence section of the headquarters. The journal is closed daily or at the end of a phase or period as directed. At division, the chief of staff receives one copy for consolidation with other journals of the headquarters. See also paragraph 2-16c and FM 30-5.

b. Workbook. For convenience, the intelligence workbook may consist of pages of loose-leaf notebook that are indexed with headings corresponding to the type of intelligence report that the headquarters normally prepares. See paragraph 2-16 and FM 30-5.

c. Working Documents.

(1) The *intelligence collection plan*, which lists the current EEI and OIR, is a valuable aid in planning and supervising collection activities. FM 30-5 provides both a discussion and an example of the collection plan.

(2) The *counterintelligence measures worksheet*, an essential aid in counterintelligence planning, is the basis for preparing counterintelligence orders and requests. FM 30-5 contains both a discussion and an example of the counterintelligence measures worksheet.

d. Situation Map.

(1) The intelligence situation map is concerned primarily with the enemy situation; however, it also displays pertinent information of the friendly situation. The location of the command posts of higher, lower, and adjacent units; the boundaries between major subordinate units; the locations of friendly re-

connaissance units, Special Forces elements, and air surveillance elements; and (when there is an appreciable distance between friendly positions and those of the enemy) the trace of friendly forward dispositions (FFD) or the forward edge of the battle area (FEBA) constitute the minimum information of the friendly situation shown on the situation map.

(2) The information posted varies with the size of the friendly unit. The smaller the unit, the more detailed is the information recorded. Division situation maps, for example, show the location of enemy units down to battalions; however, some smaller elements, particularly fire delivery means, are shown.

(3) The intelligence officer keeps the situation map or overlay as simple as possible. He uses authorized conventional signs, military symbols, and abbreviations. See appendix E and FM 21-30.

e. Files.

(1) The journal file contains the original or a copy of all messages and documents that are entered in the intelligence journal.

(2) The information file is a suitably indexed and cross-referenced file of information that may be of future value.

(3) The order of battle files contain order of battle cards for recording enemy unit identification, history, and other details. FM 30-5 contains a discussion of other order of battle files.

B-29. Reports

The collection and dissemination of information and intelligence are accomplished by the receipt and transmission of numerous reports varying in content, scope, and format. Typical reports follow. Examples or explanations are contained in FM 3-12, FM 21-40, and FM 30-5 and in appendix J as noted.

a. Spot reports. (App J.)

b. Intelligence report (INTREP). (FM 30-5.)

c. Supplementary intelligence report (SUP-INTREP). (FM 30-5.)

d. Intelligence summary (INTSUM). (FM 30-5.) (App J.)

e. Periodic intelligence report (PERINT-REP). (App J.)

- f.* Weekly intelligence summaries.
- g.* Imagery interpretation reports.
- h.* PW interrogation reports.
- i.* Bombing, shelling, and mortaring reports.
- j.* Nuclear burst and biological and chemical attack (NBC) (STANAG) reports:
 - (1) NBC1—observer's initial report of nuclear burst or chemical or biological attack.
 - (2) NBC2—evaluated data report.
 - (3) NBC3—report of expected NBC contamination.
 - (4) NBC4—radiation dose rate.
 - (5) NBC5—area of NBC contamination.
- k.* Weather reports.

B-30. Intelligence/Counterintelligence Training

Because all military personnel have intelligence responsibilities, they all receive instructions in intelligence and counterintelligence. Personnel assigned to intelligence duties receive additional instruction appropriate to their assignments. The intelligence officer is

responsible for planning and supervising the training of his own section; and, in coordination with the operations officer, he supervises intelligence training within the command. He prepares the intelligence training program, conducts intelligence schools, makes staff visits, supervises intelligence training, conducts tests, and assists lower units in obtaining training aids and qualified instructors.

B-31. Organizational Considerations

The transfer of map supply responsibilities in the division from the engineer to the division support command establishes a direct channel of coordination and supervision between the intelligence officer and the support command commander in matters concerned with map and map substitute supply operations. This procedure is compared with other command headquarters such as the corps and field army where the intelligence officer exercises coordination and supervision through a special staff officer (the engineer).

Section III. OPERATIONS

B-32. General

The scope and magnitude of the operations functional areas vary with the type of command, the echelon of command, and the situation at a given time. The operations officer assists the commander in the discharge of his responsibility for the control of operations, which is one of overall direction, beginning with planning and carrying through the completion of specific operations. In this capacity, the operations officer plans, coordinates, and integrates operations. The operations officer is designated ACofS, G3, operations, or ACofS, security, plans, and operations, depending on the headquarters staff organization.

B-33. Operations Functional Areas and Procedures

- a.* In tactical commands, operations functional areas and procedures are concerned primarily with organization, training, and combat operations.
- b.* In combat service support commands, operations functional areas and procedures are

concerned primarily with organization, training, and planning pertaining to the overall operations and functions of the command.

- c.* Subsequent discussions of operations activities include guidance on staff procedures.

B-34. Coordination and Supervision

a. Coordination. The nature of the operations staff officer's responsibilities requires a high degree of coordination between the operations officer and other members of the staff. Organization, training, and operational planning obviously affect the accomplishment of tasks that are the staff responsibilities of other staff officers. The operations officer continually initiates coordinating actions with other interested staff members; and, conversely, other staff members must keep the operations officer advised of implications in their areas of interest.

b. Supervision. The operations officer exercises staff supervision over activities having a direct relationship with his areas of staff interest. Chapter 4 contains a list of activities

that normally fall under the staff supervision of the operations officer of a tactical command, a theater army support command (TASCOM), and a FASCOM. Some activities are under his staff supervision in all situations; others are under his staff supervision only under given conditions or circumstances. The operations officer exercises staff supervision over traffic control in a river-crossing operation, for example, until the bulk of the combat forces have crossed the river; then the logistics officer assumes staff supervisory responsibility.

B-35. SOP

The operations officer prepares the operations staff section SOP and the operations portion of the command SOP. He also is responsible for the overall preparation and publication of the command SOP and changes thereto. In accomplishing this task, the other general staff officers provide him with appropriate portions for inclusion in the command SOP.

B-36. Organization

a. Activation and Inactivation.

(1) To prepare the overall plan for the activation of a unit, the operations officer analyzes the unit's mission, determines tasks to be accomplished, and recommends to the commander a plan to establish task responsibilities and a schedule for their completion.

(2) The plan gives the details of unit organization and establishes priorities for the assignment of personnel (particular attention is given to the assignment of cadre) and the allocation of weapons and equipment in short supply and similar pertinent instructions.

(3) Throughout the analysis, the determination of tasks, and the preparation of the detailed phases of activation, a high degree of coordination with other members of the staff is essential. These staff members have a direct interest and a far more detailed knowledge of the several fields of interest that make up this operation function. Other staff members actually do much of the detailed planning based on guidance furnished by the operations officer, the chief of staff, or the commander.

(4) During the execution phase of the activation, the operations officer is responsible

for receiving and processing units or teams, to include such orientation, training, and reorganization as may be required.

(5) For a unit's inactivation, he prepares and coordinates a similar plan (actually in reverse).

b. Troop List. The operations officer maintains the troop list. He establishes procedures that provide for the continual review of the troop list by interested staff members to insure that the number and type of units assigned are those that can best accomplish and support the command mission.

c. Requesting and Allocating Units. The operations officer requests units and teams for assignment or attachment (except unit replacements that the personnel officer requests) and allocates them according to instructions and priorities that the commander establishes.

d. Organization for Combat. The operations officer recommends the organization for combat for the conduct of operations and changes thereto, as appropriate, during execution of the operation. The organization for combat includes attachments, supporting roles, and delegation of operational control as necessary. Coordination with other staff members is necessary. Often, the staff member consulted provides the organization for combat for a particular element of the command organization.

e. TOE and TDA. The operations officer is responsible for the submission of recommended changes to TOE and TDA. Other staff members submit recommendations to the operations officer, who provides the commander with his recommendations based on the impact of the recommended change on the overall operations of the command. Army regulations contain instructions covering preparation of these tables.

B-37. Training

a. Training is accomplished through a continuous series of programs based on the training requirements of the unit. Training must be thoroughly coordinated to insure that it is responsive to the fluctuations in the status of training in the command caused by the flow of replacements, introduction of new equipment, or the use of new tactics or techniques in the conduct of operations.

b. Training, a direct concern to all staff officers, influences the accomplishment of tasks for which these staff officers have responsibility. This relationship requires that the training program be thoroughly coordinated with all staff officers and that each staff officer, without derogation of the primary staff responsibility of the operations officer, accomplish a degree of supervision over training.

(1) The staff coordination required may include the preparation of specific training schedules and the establishment and operation of schools. As a minimum, it includes a review of the training program for adequacy both of scope and of time allocated.

(2) Staff supervision of training by other staff officers is concerned primarily with insuring that the nature of the training is adequate to the need and that the content is properly presented. The scope of supervision is generally related to the staff position; i.e., general staff officers supervise broad fields, such as intelligence training (G2), maintenance training (G4); while special staff officers supervise a more restricted field such as medical aspects (surgeon), C-E aspects (signal officer), and NBC aspects (chemical officer).

c. Training directives from higher headquarters and the requirements of the command are the bases for the training program. It is designed to reflect the status of training and to meet the needs of subordinate units, is flexible, and is further designed to attain the optimum tactical proficiency. The following factors should be considerations in preparing a training program:

(1) Current strengths of units and plans for phasing in personnel.

(2) Current status of training of units and individuals to include deficiencies revealed by inspections, reports, and training tests.

(3) Training policies, programs, and directives of higher headquarters.

(4) Commander's policies and instructions.

(5) Available training time.

(6) Training facilities and dates available. Availability dates often dictate the order of training accomplishment.

(7) Training aid requirements.

(8) Availability of equipment, supplies, and ammunition.

(9) Local and other school requirements.

(10) Instructor availability and capabilities.

(11) Time required by subordinate units. The early publication of training directives permits command and staff action at subordinate echelons before beginning training.

d. Based on the above factors, the operations officer makes an estimate of the training situation. He determines the best training course of action to support the overall mission of the command. For example, if a division receives only 60 percent of its fillers, whether fillers should be assigned to all units and begin training or whether selected units should be filled to full strength and start their training while other units remain at cadre strength. He coordinates recommendations resulting from the estimate with other general staff officers and then presents them to the commander for his approval. The commander's decision is the basis of the proposed training program.

e. On approval of the proposed training program, the operations officer has the necessary directives and orders prepared, coordinated with interested staff agencies, and issued. Concurrently, training facilities, equipment, ammunition, and training aids are procured and allocated.

f. Command and staff visits, training inspections, and tests determine the effectiveness of the training program. Results produced by the program are evaluated. This evaluation, which the operations officer supervises, forms the basis for revising the program and for future training programs of the command, particularly to include the lessons learned. Other staff officers assist the operations officer in these command and staff visits, training inspections, and tests, as appropriate.

B-38. Operations (Tactical Command)

a. *Operation Estimate.* The operations officer performs a continuous analysis of the tactical situation confronting the command to develop the facts and makes his recommendations to the commander. He is prepared to present

his operation estimate to the commander at all times. The operations officer follows the same procedure and format in making the operation estimate that the commander uses in making his estimate except that in paragraph 5 of his estimate he makes "recommendations" rather than a decision. See appendix C for an example of the commander's estimate.

b. Plans and Orders. In the preparation of plans and orders the operations officer considers all aspects of the operations that may affect the accomplishment of the mission, plans tasks for subordinate combat and combat support units (less intelligence and combat service support tasks), and publishes operation plans and orders. He insures the coordination and integration of all command activities having an influence on the planned operation. He receives information and recommendations for incorporation into the plan or order in the form of paragraph or subparagraph entries for the basic plan or order or in the form of annexes and appendixes. Some of the more common assistance includes—

(1) The intelligence annex, prepared and authenticated by the intelligence officer.

(2) The fire support annex, prepared by the fire support coordinator with assistance from appropriate designated representatives of the fire support means available. The operations officer receives the fire support annex from the fire support coordinator; reviews the plan to insure its consonance with command guidance and compatibility with the planned scheme of maneuver or scheme of defense; integrates it into the operation plan (order); and after command approval, authenticates the fire support annex and all appendixes thereto.

(3) Organization for combat of combat support elements provided by the appropriate special staff officer.

(4) G2 advice and recommendations concerning the intelligence and counterintelligence aspects of tactical cover and deception, barrier and denial, electronic warfare, and reconnaissance in force operations.

(5) Assistance from G1, G4, and G5 concerning matters within their respective purviews, including entries or annexes for the operation order.

(6) Advice from special staff officers concerning the availability and capability of combat support means and recommendations concerning employment of such means.

(7) Assistance from the EW/cryptologic officer in the preparation of the EW annex.

★*c. Conduct of Operations.* During combat, the operations officer is the focal point for the integration and coordination of activities primarily concerned with combat and combat support operations. He exercises general staff supervision over activities of special staff officers that constitute operational assistance furnished combat elements. Special staff officers concerned include—

(1) The artillery officer.

(2) The air defense officer.

(3) The Army aviation officer.

(4) The chemical officer (excluding prediction of fallout from enemy-employed weapons and radiological monitoring and survey, which are of primary interest to the intelligence officer).

(5) The engineer.

(6) The signal officer.

(7) The transportation officer (tactical troop movements).

(8) The unconventional warfare officer.

(9) The provost marshal (traffic control in river-crossing operations and other operations when traffic control is critical to the success of the combat operations in progress).

★*d. Rear Area Security.* Except for a corps, as part of a field army the planning for, and execution of, rear area security operations is a responsibility of subordinate combat service support or support commands. Staff activities of an operations officer of a tactical headquarters are concerned with force level planning and supervision. He—

(1) Prepares the rear area security annex to the command SOP and, if necessary, the annex to the operation plan or operation order.

(2) Reviews plans of the operating unit (TASCOM/FASCOM) to insure their compatibility with the primary mission of the command and their tactical adequacy.

★(3) Coordinates with the personnel, logistics, and CMO officers to insure that force-level support requirements are considered and

with the intelligence officer for the intelligence aspects of rear area security operations.

(4) Monitors rear area security operations as an element of overall command security, providing force-level direction, as appropriate, and recommends changes in composition and size of rear area security tactical forces, as appropriate.

B-39. Operations (Combat Service Support Commands)

★*a.* The operations officer (or ACofS, security, plans, and operations) is concerned with planning future operations and adjusting the operation and administrative/logistics orders to meet the requirements of current operations. His primary concern is insuring that the commander's intent as reflected in the operation order is being carried out. He recommends allocations and priorities and changes in organization and equipment. He is concerned with the operations activities previously discussed for a tactical command and in addition he has staff supervision of rear area protection operations. This includes responsibility for area damage control activities in addition to rear area security. However, the scope and size of tactical operations activities are greatly reduced because of the nature of command operations.

b. The ACofS, security, plans, and operations, prepares an operation estimate, which is based on the commander's planning guidance and staff estimates that other general staff officers and special staff officers prepare. His concern is with broad courses of action leading to the accomplishment of the command mission.

★*c.* The ACofS, security, plans, and operations, is responsible for the preparation, publication, and dissemination of the operation order and the administrative/logistics order. He is assisted by other members of the staff who provide necessary entries, annexes, and appendixes to the operation order or administrative/logistics order as required.

B-40. Records

a. Journal. (Para 2-16c.)

b. Workbook. (Para 2-16d.) Indexing of the operation workbook reflects the major activity of the command during the period, e.g., organization, training, or operations.

c. Situation Map. (Para 2-16e.) The situation map is concerned primarily with the friendly situation.

★(1) In tactical commands, the situation map includes such postings as the location of command posts of friendly units of the command and adjacent and higher commands; patrols and ground reconnaissance elements; boundaries and other control measures the FEBA or FFD; location of reserves; particularly significant aspects of the situation having an effect or possible effect on the operation, such as, minefields, CBR contamination and other barriers, and defiles and other obstacles to movement; and planned nuclear concentrations. Information of the enemy may include the designation and zone of action of the comparable enemy force opposing the command and significant concentrations of enemy forces or other potential nuclear targets.

(2) In combat service support commands, the operation situation map may serve as the commander's situation map. It shows major headquarters and installations of the command; adjacent, higher, and supported headquarters; future locations; lines of communications; boundaries, present and future; the FEBA and FFD; and other aspects of the situation having an impact on operations warranting the continuing attention of the operation officer.

d. Files. The journal file contains the original or a copy of all messages and documents that are entered in the operation journal. Other files are established as required.

e. Troop List. The troop list shows the composition and organization of the command and includes for each element listed the strength and major items of equipment of the element.

The list normally includes a separate listing for each TOE unit down to and including battalions and separate companies, TOE detachments, and TDA units and detachments. It includes for each element entered the authorized strength, major items of equipment, and assignment of the element. At corps, field army, FASCOM, and TASCOM, maintenance of the troop list may be a full-time task requiring full-time assignment of personnel.

B-41. Reports

a. The operations officer obtains most of his information from reports that subordinate units and other staff members submit. Few of these reports are formally prepared and submitted; and, except for the operational report, none have a universally prescribed format.

b. During operations in the field, most reports submitted are current situation reports covering a specific event or activity. Reports are submitted by telephone, radio, or other electrical means in telegraphic language. A well-kept journal, journal file, and situation map are important because of the nature of these reports and the methods for reporting. A discussion of typical reports (tactical command) usually submitted in a format, and at a time prescribed by the receiving headquarters, follows.

(1) *Initial enemy contact report* is submitted on first commencing operations when initial contact with the enemy is made, or after loss of contact with enemy.

(2) *Unit progress report* is used after contact with the enemy to report hourly location of elements or on reaching assigned objective or crossing designated phase line or checkpoint.

(3) *Loss of contact with friendly units* is submitted immediately on loss of contact.

(4) *Situation report (SITREP)* is submitted periodically as of a prescribed time as described in appendix J.

c. Formal reports prepared by the operations officer for submission to higher headquarters include—

(1) *Periodic operation report*. This report summarizes the friendly situation during and at the end of a prescribed reporting period.

The next higher headquarters prescribes the reporting period. Normally, the division and separate brigades (regiment) are the lowest echelons to submit a periodic operation report. Appendix J contains a format and example of a periodic operation report.

(2) *Operational report*. AR 525-15 indicates units required to submit an operational report and the preparation and submission of the operational report. Appendix J contains the format for the operational report, which is submitted quarterly ending January, April, July, and October.

B-42. Organizational Considerations

a. *Field Army, Corps, and Division*. The elimination of most of the technical service staff representation from the special staff of field army, corps, and division headquarters staffs and the organization of the TASCOM, FASCOM, and division support command (DISCOM) are organizational considerations in the following operation areas:

(1) *Surface movements*. If the movement can be completed without the use of support command vehicles, the operations section normally coordinates all staff actions necessary to the movement. If the movement requires transport means from the support command, the support command commander provides the necessary information concerning transportation capabilities available in the command, recommendations concerning priorities and allocations from sources available, and assistance in the preparation of orders as required. Normally, the support command commander keeps a vehicle availability table up to date and makes it available to the operations section.

(2) *Traffic control*. At field army and corps, FASCOM provides military police traffic control support. Therefore, the operations officer coordinates directly with the FASCOM on traffic control requirements in river-crossing operations and other operations where traffic control is critical to the success of the combat operations.

b. *Combat Service Support Commands*. In combat service support commands, rear area protection (rear area security and area damage control) is a staff responsibility of the ACofS, security, plans, and operations. The

staff activities of operations officers, discussed

above, generally pertain.

Section IV. LOGISTICS

B-43. General

a. Most staff activities have logistic implications.

(1) Transportation, supply, and maintenance activities are examples of logistic-type staff activities.

(2) Fire support, barrier and denial, and civil affairs activities are examples of staff activities that logistic operations influence.

(3) Troop movement, maintenance training, and replacement activities are examples of staff activities that influence logistic operations.

b. Commanders and staff officers insure that the logistic aspects of current and planned operations are given full and continuing attention.

B-44. Materiel Readiness

a. The requirement to maintain a condition of operational readiness, particularly the readiness of materiel, requires that commanders assign responsibilities for supervision of readiness functions to senior individuals or staff elements of commands. AR 11-14 contains a definition of materiel readiness functions as follows:

(1) Determining the qualitative and quantitative status of equipment in relation to standards established for specific end items as well as organizational materiel.

(2) Correcting or reporting to responsible authorities pertinent factors contributing to qualitative or quantitative deficiencies of equipment such as manpower, money, training, conservation of equipment life, repair parts, tools, facilities, and maintenance management.

b. The materiel readiness functions are so broad in scope that only senior individuals or staff elements of a headquarters can adequately supervise them. Each headquarters organization should specifically charge individuals or staff elements with supervision of materiel readiness functions.

B-45. Logistic Staff Functions and Procedures

a. Logistic staff functions and procedures in tactical field command headquarters have a "supported force" orientation, i.e., the determination of support requirements and the establishment of priorities and allocations. They generally include the same functional areas at all echelons of command. However, some tactical echelons, e.g., field army and division, are more involved in logistic operations than others, e.g., theater army, army group, and corps. Planning, coordinating, and supervising staff activities at these echelons generally increase in scope and size.

b. Logistic staff functions and procedures in TASCOM and FASCOM have a "supporting force" orientation, i.e., the execution of a support mission. Integrated with this orientation is the requirement for planning, coordinating, and supervising logistic support of the command itself.

c. In subsequent discussions of logistic functional areas, when practicable, procedures are identified with tactical commands or combat service support commands. When a clear distinction is not practicable, application of the "supported" or "supporting" concept, depending on the command considered, will determine the degree of validity of the procedure.

d. The term "logistics officer" is used generically to indicate the G4; the ACofS, supply; the ACofS, maintenance; the ACofS, movements; and/or the ACofS, services, as appropriate to their responsibilities in the functional area under discussion.

B-46. Coordination and Supervision

a. Logistic support is integral to all operations and is considered on the checklist of every commander and staff officer. Staff officers coordinate frequently with the logistics officer to insure up-to-date information on the status of supply, maintenance, and services.

b. Logistic operations require the use of command capabilities also needed for other operations. Logistics officers coordinate with other staff members to insure that a proper priority and allocation of effort are given to logistic support operation requirements.

c. The establishment of priorities and allocations is a daily requirement in logistic support operations. Although the logistics officer normally determines the need for the establishment of priorities and allocations, he coordinates with appropriate staff officers (as a minimum, the operations officer) to obtain the priorities and allocations to be used.

B-47. SOP

Logistics officers prepare appropriate staff section SOP's and logistic support portions of the command SOP. Also, in tactical commands, the logistics officer prepares the area damage control annex to the command SOP, or the area damage control SOP, if issued separately.

B-48. Logistic Support Planning and Preparation of Administrative/Logistic Orders

a. Tactical Field Commands.

★(1) To conduct sound logistic support planning, the commander makes an estimate which examines systematically and logically the factors that affect the logistic support of the operation (para 6-12). The result of this estimate is the basis for much of the information incorporated into the combat service support plan.

★(2) At division, the estimate normally is a continuous mental analysis of logistic support information and a consideration of its effect on the accomplishment of the tactical mission. Complicated operations may require a detailed, written estimate. In an independent corps and at field army, the scope of logistic support operations is such that a detailed, written estimate normally is necessary to arrive at sound conclusions as to the logistic feasibility of an operation.

(3) The G4 is responsible for preparation of logistic support plans and the logistic portion of administrative/logistics orders and operation orders. He provides guidance to appro-

priate special staff officers, coordinates plans, and authenticates annexes pertaining to his general staff officer's responsibilities.

(4) The G4 is responsible for compilation, authentication, and distribution of administrative/logistics orders. However, G1 provides the entries for paragraphs 5 and 6; G5 provides the entries for paragraph 7. In addition, they may provide entries for paragraphs 3, 4, and 7.

b. *TASCOM/FASCOM.* The ACofS, supply; the ACofS, services; the ACofS, movements; and the ACofS, maintenance, each prepare estimates, plans, and orders pertaining to their respective areas of interest. Their actions parallel those of the G4 of a tactical command modified by the scope of their field of interest and responsibility. They provide the results of their estimate and planning to the commander and to the operations officer for integration into the operation estimate and the commander's estimate. They prepare appropriate portions of the operation order and administrative/logistics order and provide such portions to the operations officer, who is responsible for overall preparation and publication (para B-39). They authenticate annexes and appendixes concerning operations for which they have primary general staff responsibility.

★c. *DISCOM.* Within the DISCOM, the S3 is the planner for division-wide functions.

B-49. Supply

a. *General.* Whether the logistics officer in this paragraph is a G4; the ACofS, supply; the ACofS, services; the ACofS, movements; or the ACofS, maintenance, depends on the command under consideration.

(1) The consideration of demand experience, incoming requisitions, status reports of supplies on hand, and current and planned operations determines requirements for present and future operations. Other staff officers and commanders are the sources of information and requirements. The logistics officer establishes procedures, keeping himself informed of significant changes in status. In coordination with other staff officers, he determines requirements for future operations. The logistics

officer insures the early consideration of supply requirements in operational planning and the provision of information of future operations to other staff officers or the support command or both as early as practicable.

(2) When required, the operations officer determines the required supply rate for ammunition.

★*b. Procurement.* In determining the method of procurement, the logistics officer considers recommendations of other staff officers and supporting logistic unit commanders. When he considers local procurement, he obtains the recommendations of the CMO officer.

★*c. Storage and Distribution.* Proper storage and distribution of supplies require a consideration of the area of operations for terrain considerations, up-to-date information of the friendly and enemy situation, knowledge of future plans, and accurate records of supplies on hand. Logistics officers insure that logistic support plans reflect these considerations. As appropriate, the logistics officer recommends use of unit distribution or supply point distribution, schedules for issue to units, transportation means to accomplish the distribution, and routes to be used to insure that using units receive available supplies.

d. Allocations, Priorities, Prescribed Loads, and Available Supply Rates.

(1) Although determination of allocations, priorities, prescribed loads, and available supply rates may be a matter of primary concern to other staff members, logistics officers submit recommendations as determined by a consideration of the logistic aspects. The maintenance capability of a unit must be a consideration in making allocations and assigning priorities for issue of equipment; considerations affecting the prescribed load are the capability of the unit to transport the load and the capability of logistic support units to supply and resupply.

(2) Both the quantitative availability of supplies and the capabilities to transport and deliver the supplies directly influence the available supply rate. The logistics officer provides the operations officer with pertinent information to insure proper considerations of

these factors in determination of the available supply rate.

(3) Once the operations officer establishes priorities, prescribed loads, and required supply rates, the logistics officer is responsible for supervising the necessary supply action.

e. Logistics Management of Nuclear Weapons.

(1) The purpose of field logistic management of nuclear weapons is to insure an adequate, responsive, and flexible supply of nuclear weapons to support tactical plans and operations.

(2) The logistic management of nuclear weapons includes—

(a) Supervision of nuclear weapon supply and maintenance.

(b) Preparation of nuclear weapon logistic support procedures.

(c) Coordination with the personnel, intelligence, operations, artillery, signal, and transportation officers and the engineer and provost marshal on plans, routes, locations, security, and issue procedures for the movement of nuclear weapons to and from special ammunition supply points (SASP) and depots.

(d) Determination and publication of procedures and instructions for the issue of nuclear weapons.

(e) Coordination with the operations officer and with the fire support coordinator (FSCOORD) regarding plans for positioning nuclear weapons to meet operational requirements within established and anticipated allocations.

(f) Determination of special ammunition stockages of nuclear weapons for special ammunition units, in coordination with the operations officer.

(g) Maintenance of current information on the logistic status of nuclear weapons within or available to the command.

★(3) Special ammunition logistic elements (SALE) are communications zone (COMMZ) and combat zone organizations formed at the direction of the corps, field army, or theater commander to expedite supply and resupply of special ammunition. The SALE work closely with the fire support ele-

ments (FSE) of the tactical operations centers (TOC).

(a) SALE consist of a personnel who are specialists in the field of special ammunition. These personnel monitor special ammunition service support including such factors as the receipt, storage, shipment, issue, and other capabilities of special ammunition supply installations in the SALE's area of responsibility. SALE maintain current asset data on special ammunition by location, time-distance factors, and transportation requirements.

(b) Personnel and equipment for manning their respective SALE are included in the TOE of the CSB stock control center (SCC), the FASCOM inventory control center (ICC), and the supply and maintenance command (SMCOM) ICC. The SALE are physically located at the TOC's in the combat zone and at the theater army or air defense brigade headquarters in the COMMZ but perform their mission under the direction of the COMMZ and combat zone logistic headquarters.

B-50. Maintenance

a. Whether the logistics officer in this paragraph is the G4 or the ACofS, maintenance, depends on the command under consideration.

b. The logistics officer has general staff responsibility for organizational and direct and general support maintenance, including the command maintenance program, and for insuring adequate backup support for field maintenance beyond the capability of organic units. In fulfilling this responsibility, he—

(1) Determines the types and numbers of maintenance units required (assisted by support command commander, when appropriate) and reviews location of units to insure that distribution of maintenance support capabilities is consistent with operational requirements and rear area protection plans.

(2) Recommends evacuation and repair policies.

(3) Establishes schedules for inspection.

(4) Maintains records of the status of maintenance and conducts staff visits to obtain personal observations and to provide units with staff assistance.

(5) Provides the commander and other

staff members with an evaluation of the condition of maintenance as an aspect of the materiel readiness of the command and, when appropriate, an estimate of its impact on projected operations and recommendations for correction or improvement of existing conditions.

c. The logistics officer monitors maintenance training within the command to insure that it supports the overall command requirement. He provides the operations officer recommended training plans, performance standards, policies, programs, time allocations, and school quotas. As a result of staff visits and inspections, the logistics officer advises the operations officer of any need for changes in emphasis or policies in the maintenance training area.

★d. Other members of the staff and the support command commander advise and assist in the maintenance program by observing maintenance operations during staff visits, by advising the logistics officer of future operations that may require special maintenance support, by giving consideration to the impact of their operations on the maintenance program, and by preparing plans and orders to be included as a part of the maintenance program.

e. Specifics on maintenance support planning and the functions and operations of maintenance staffs at various echelons in a theater of operations are contained in FM 29-20.

★B-51. Health Services

(Although the personnel officer has general staff responsibility for the health service functional area, the logistics officer also has interests and responsibilities in activities either integral to health services or in support of health services.)

a. The logistics officer reviews the plan for medical supply and maintenance to insure integration of the plan with overall supply and maintenance operations and to establish, as needed, allocations in accordance with priorities reflected in the health services plan, which the commander approves.

b. Also, he reviews the health services plan for logistic considerations. As necessary, he provides staff guidance and/or coordinates with the surgeon, the personnel officer, and the

support command commander concerning adjustments required because of logistic considerations. His particular concern is—

(1) The provision of logistic support to the health services plan.

(2) The coordination of the proposed locations of medical units and installations with locations of logistic support units.

(3) The coordination of the medical evacuation plan with the transportation plan, particularly with respect to the use of roads and railways and the use of transportation carriers, including backhaul movements in medical evacuation.

(4) That provision for augmentation transportation for medical evacuation is feasible as well as consistent with other requirements for transportation.

c. The logistics officer advises and makes recommendations concerning the logistic aspects of the command evacuation policy. His principal areas of concern are the impact on transportation requirements for evacuation and requirements for logistic support of medical installations and patients if the patients are not evacuated.

★B-52. Movements

a. Whether the logistics officer in this paragraph is the G4 or the ACofS, movements, depends on the command under consideration.

b. The logistics officer is responsible for determining overall present and future transportation requirements of the command for movement of units and supplies. Either the staff members or the units themselves present requirements for movement of units. The combat service support services generate transportation requirements for movement of supplies.

c. The logistics officer is responsible for coordinating the use of all types of transportation to insure maximum use of cargo capacity consistent with the tactical situation. When requirements exceed availability, he obtains allocations and priorities and provides them to operating elements affected.

d. The logistics officer supervises highway regulation operations to include selection of routes (in coordination with the operations officer) and traffic control (see para B-38c for

exception). To insure efficient planning and implementation, the logistics officer, with assistance from the transportation officer, provost marshal, engineer, and the support command commander, coordinates and supervises development and execution of area highway regulation (FM 100-10).

B-53. Service

★a. Whether the logistics officer in this paragraph is the G4 or the ACofS, services, depends on the command under consideration.

b. The logistics officer recommends policies pertaining to construction priorities and allocation of materials and personnel, including civilian personnel, available for logistic support functions. Within the policy of the command, he determines the priority and allocations of materials and personnel effort for construction of facilities and installations.

c. The logistics officer recommends command policy and exercises general staff supervision over activities pertaining to maintenance and repair of, and provision of utilities for, facilities and installations and the acquisition, allocation, administration, and disposition of real estate. He exercises centralized control and coordination over billets and shelter and determines priorities and allocations except those pertaining to headquarters company personnel, after coordination with appropriate staff elements.

d. The logistics officer recommends policy concerning property responsibility and accountability. He recommends approval of quarterly reports of loss and reports of survey. He recommends supply measures, conducts inspections, and advises on status of supply and property accounting and procedures.

e. The logistics officer recommends policy concerning the food service program, reviews the results of food service inspections, and recommends appropriate measures to correct deficiencies.

B-54. Miscellaneous Activities

a. Rear Boundaries.

(1) After coordination with the support command commander, logistics officers provide the operations officer with a recommendation

for location of the rear boundary to insure consideration of suitable areas for the location of logistic support installations.

(2) In tactical commands, the G4 reviews the recommend location for the rear boundary of a subordinate unit to insure adequate space for combat service support operations. He makes recommendations concerning the boundary to the operations officer.

b. Service Areas and Locations of Units. The logistics officer recommends designation of service areas, reviews the general location of combat service support units providing logistic support to insure proper disposition of units and to detect and resolve conflicts, and coordinates times for movement of units. Coordination is with the support command commander, the operations officer, and any other staff officer responsible for activities influenced.

c. Supply Routes. The logistics officer (operations officer in combat service support commands) has responsibility for selecting the main supply route or routes. Normally, the transportation officer, provost marshal, engineer, and support command commander, as appropriate, in coordination with the operations officer, recommend routes.

★*d. Rear Area Security.* The logistics officer submits recommendations to the operations officer on the adequacy of protective measures and the employment of combat service support troops providing logistic support in the integrated rear area security plan.

e. Area Damage Control. In tactical commands, the logistics officer coordinates area damage control activities with logistic support activities. In combat service support commands, logistics officers submit recommendations to the ACofS, security, plans, and operations.

B-55. Records

a. Journal. (Para 2-16.)

b. Workbook. (Para 2-16.) The logistic workbook index should assist in the preparation of the periodic logistic report.

c. Situation Map. The logistic situation map depicts the distribution of combat service sup-

port units and facilities either organic to, or in direct support of, the command; supply routes; proposed locations, service areas of subordinate echelons; boundaries; headquarters of higher, lower, and adjacent commands; and headquarters of adjacent, higher, and lower support commands, if organized.

★*d. Files.* The echelon of command determines the number of files required. Normally all echelons maintain the journal file and information file.

(1) The journal file contains either the original or a copy of all messages and documents in the logistic journal.

(2) The information file is a suitably indexed and cross-referenced file of information that may be of future value.

★B-56. Reports

a. General.

(1) Most logistic reports are concerned with materiel readiness and are technical in nature. They contain such information as quantities of supplies on hand, dispensed, and needed; quantitative measurements of service performed and needed; and other statistical measures for evaluation.

(2) Reports are held to the minimum necessary for staff supervision of the logistic effort and for the preparation of other required reports.

b. Periodic Logistic Report. Division and higher echelons having a logistic support responsibility submit a periodic logistic report, which is a summary of logistic support operations for a prescribed period. The report is used for detecting trouble spots, weaknesses, and trends in logistic operations. Also, it is a principal historical document and a tool in developing logistic support planning data. Appendix J contains a format and an example of a periodic logistic report.

B-57. Organizational Considerations

The G4 is responsible for providing the necessary staff planning and general staff supervision of logistic support. The support command commander is the logistic operator.

★Section V. CIVIL-MILITARY OPERATIONS

★B-58. Genral

a. The commander's CMO must support his mission either directly or indirectly. Continuous coordination between CMO and other military plans, training, and operations is essential.

★b. CMO responsibilities, which include the functional areas of CA and PSYOP, apply at all echelons; however, there is wide variance in the scope and size of CMO activities at different echelons of command and under different operational environments. This applies whether or not a CMO staff officer is authorized in the headquarters.

(1) CMO contain elements of all general staff areas of interest, i.e., personnel, intelligence, operations, and logistic aspects.

(2) The CMO staff officer prepares plans and orders for and has staff supervision of the CMO activities of the command.

B-59. Coordination and Supervision

★a. All commanders must comply with the applicable provisions of international law and status-of-forces agreements (if any) with respect to the inhabitants, government and economics of occupied, liberated, or host countries. The military-civil relationships that this policy creates involve nearly every military activity; therefore, every staff officer coordinates with the CMO staff officer both in preparing plans and in issuing instructions.

★b. Command activities normally requiring coordination with, or by, the CMO staff officer include—

(1) Military police support for displaced persons and refugee movement and control, law and order, and local security of bridges and other critical points on main routes.

(2) Military health services support to the civil populace and use of civilian hospitals for military hospitalization.

(3) Engineer support of civil population; acquisition of real estate; and procurement of civil construction materiel, equipment, and labor for engineer tasks.

(4) Use of civilian communication facilities

and local security of isolated civilian and military communication facilities.

(5) Provision of military transportation for civil populace and use of civilian transportation.

(6) Provision of military supplies of food for emergency support of civilian populace and procurement from local resources.

(7) Provision of insecticides, repellants, and rodenticides for protection of the health of the civil populace.

(8) Demobilization procedures influencing friendly guerrilla forces (on conclusion of hostilities, enemy military and paramilitary forces).

(9) Religious support to the civil populace and use of civilian religious edifices and consecrated areas for military religious services.

(10) Availability of local civilian labor for military support functions.

(11) Development of plans and programs for military civic actions and participation of military forces in other civic action programs.

(12) Military-civil community relation activities, both in continental United States (CONUS) and in oversea areas.

(13) Domestic emergencies and military support of civil defense.

★(14) Analysis of trends in public opinion.

★(15) Planning of community relations program to gain and maintain public understanding, good will, and support.

★(16) Identifying enemy, friendly, and neutral target groups and psychological vulnerabilities.

★(17) Development of plans to exploit psychological opportunities or vulnerabilities.

★(18) Assessing the effectiveness of friendly PSYOP.

★(19) Support of other U.S. Government agencies having proponentcy for CMO related activities.

★c. The CMO staff officer assists in the establishment of liaison and coordination between civil authorities/agencies and operating elements of the command.

B-60. SOP

★The CMO staff officer prepares the CMO section SOP and the CMO portions of the command SOP which may be separated as CA and PSYOP.

★B-61. Planning

a. Planning activities of the CMO staff officer vary depending on the mission of the command. The CMO staff officer develops CMO aspects of plans for current and future operations.

b. Principal planning areas requiring coordination are: use of local resources, including labor; military support of the local population; security and defense measures; combat service support of CMO activities and of CA and PSYOP units; health and sanitation; public safety, including movement control; official contacts with local civilians; intelligence; and information activities.

B-62. Military Civic Action

★The CMO staff officer advises and assists military and civilian authorities of a host country in the development of civic action plans and programs. He coordinates with other U.S. agencies and makes recommendations concerning employment of U.S. and host country resources for military civic action projects.

★B-63. Estimates

Appendix C contains a format for, and examples of CMO officer's estimates. When the purpose of the estimate is to isolate CA and PSYOP factors independently, as they influence operations, a separate estimate may be prepared and titled CA or PSYOP estimate.

★B-64. Records

a. *Journal.* (Para 2-16.) The maintenance of a completed detailed CMO journal is of impor-

tance because of the international law aspects of civil affairs operations. The journal is the principal record for recounting situations and establishing the details of action taken.

b. *Workbook.* (Para 2-16.) Use of the CMO workbook index assists in preparing periodic CMO reports.

c. *Situation Map.* The CMO situation map depicts current and future dispositions of assigned, attached, and supporting civil affairs and PSYOP units and other units as required; boundaries; headquarters of higher, lower, and adjacent commands; and such information of the civil populace as seats of government, capitals of districts, townships, or similar subdivisions of the Government; location of large groups of refugees and displaced persons; areas requiring special measures for law and order, religious, or historical reasons; and off-limits areas.

d. *Files.* CMO staff section files may contain more detail than other staff section files because of the many and varied functional areas involved. In addition to the journal file and information file (para 2-16), the section may also maintain individual files of miscellaneous records for specific areas. These files are valuable references for future analysis of the commander's record and justification of his actions. They should be removed to safe storage as soon as practicable.

★B-65. Reports

a. *General.* Within the basic policy of keeping requirements for reports to a minimum, the CMO staff officer sets up requisites for reports, establishment of a complete record for historical purposes, and collection of information required for the periodic CMO reports.

b. *Periodic Reports.* Appendix J contains a format and an example of a periodic CA report, which is one type of periodic CMO report.

Section VI. COMPTROLLER**B-66. General**

a. The comptroller's responsibility as a member of the staff is to make appropriate analyses and to insure that the commander and staff re-

ceive information relevant to the comptroller functional area. The comptroller's relations with the commander and other members of the staff are the same as for any other general staff officer.

b. The comptroller provides the commander with assistance in—

(1) Obtaining financial resources required to accomplish the command's mission.

(2) Providing information and analyses of programs, resources, and performances as a basis for management decisions.

(3) Developing, improving, and maintaining financial controls and procedures required to insure the safeguarding and optimum use of resources.

(4) Reviewing and analyzing nontactical organizations, systems, and procedures as a basis for management improvement.

B-67. Programing/Budgeting

The comptroller has staff responsibility for programing and budgeting for the command. He is concerned with the preparation of cost analyses and cost estimates for planning, programing, and budgetary decisions. He establishes policies and guidelines and assembles, coordinates, and transmits the completed program/budget to higher authority for approval. The comptroller's program/budget responsibility includes—

a. Developing necessary plans, policies, and procedures to implement the command's budgeting activity.

b. Preparing or issuing directives for the preparation of the command's budget estimate, the operating program and budget with adjustments thereto, and the program budget execution review as coordinated staff actions.

c. Providing authority for the use of financial resources in the execution of the budget, including authorized fund distribution; exercising related staff supervision over budget execution in subordinate levels; and making related budget analyses, such as interpretation of trends in resources utilization, status and rates of obligations, and application of resources and their impact on the command's program for the current and future fiscal periods.

d. Providing assistance in all other aspects of the budget system, including the development of methods, procedures, formats, and techniques of preparation, analyses, and presentation and the development of budgetary statistics for budget and program purposes.

e. Developing policies, plans, and procedures to conduct the cost analysis activity of the command.

f. Providing or supervising cost estimates of changes in the command's mission or of alternate courses of action to accomplish the command's mission within budgetary limitations.

g. Providing or supervising the development of methods, procedures, techniques, and factors used in the preparation of cost analyses and cost estimates.

h. Reviewing cost estimates prepared by other staff sections for validity, consistency, uniformity, and accuracy.

i. Preparing special studies that provide the background for planning, programming, and budgetary decisions.

B-68. Finance and Accounting

a. The comptroller has staff responsibility for activities concerned with finance and accounting. He insures that the finance and accounting officers carry out finance and accounting activities as assigned and keep him advised thereof.

b. Functions included in the comptroller's responsibility for finance and accounting are—

(1) Developing plans and program objectives to implement the financial and property accounting activities of the command's management program and the finance services activity of the command.

(2) Analyzing the accounting data generated by the command; designing financial data statements that staff and operating officials require; and supervising the preparation, interpretation, and presentation of analyses and statements for commanders.

(3) Developing policies, procedures, and techniques governing establishment and maintenance of the command accounting system, including accounting and related reporting for appropriations, funds, property, and other assets available to, or in custody of, the command; liabilities of the command; and operating revenues, expenses, and costs of goods produced or services rendered.

(4) Administering the integrated accounting system and the provision of staff and

technical supervision in the headquarters and in subordinate organizations and activities over all accounting, financial reporting, and the related accounting aspects of obligating procedures and administrative control of funds.

(5) Exercising supervision, where required, over the financial aspects of contract financing functions (such as guaranteed loans, progress payments, and advance payments), including the prompt ascertainment of contractor liabilities to the Government and timely collection of indebtedness due from contractors.

(6) As assigned or requested, taking actions or making recommendations as to claims, reports of survey, and matters pertaining to loss of appropriated and nonappropriated funds.

d. The comptroller provides liaison and coordination with representatives of the U.S. General Accounting Office, U.S. Army Audit Agency, and the Inspector General regarding examinations, audits, or inspections that those organizations conduct.

B-69. Internal Control

The comptroller is responsible for establishing and maintaining a system of internal control within the command. Internal control encompasses the plan of organization and all the coordinate methods and measures adapted within an entity to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. This is accomplished through internal accounting systems, review, and audit. Functions include—

a. Continuously appraising and making required improvements in accounting systems and procedures.

b. Providing the major command with staff and technical supervision and assistance to insure adequacy and proper functioning of the internal review function of subordinate commands.

c. Supervising or performing the audit of nonappropriated funds as delegated.

B-70. Progress and Statistical Reporting and Analysis

The comptroller has staff responsibility for activities primarily concerned with the conduct and integration of reviews and analyses to determine the status, progress, and results of all programs and activities, particularly in relation both to total resources of the command and the time schedule that the command is operating. Functions included in the comptroller's responsibility for progress and statistical reporting and analysis are—

a. Developing plans and program objectives to implement the progress and statistical reporting and analysis activity of the command's management program.

b. Reviewing and analyzing the execution phase of the operating program with respect to internal balance among the several elements of the program and providing for evacuation of the availability of resources in relation to requirements of the several elements of the program.

c. Reviewing and appraising performance, progress, program status, and trends against approved missions, tasks, programs, and schedules and identifying opportunities for improvement; reviewing and appraising the use of physical resources in relation both to work performed and the accomplishment of program and mission objectives; and presenting timely and meaningful analyses to the commander and staff as a result of such reviews and appraisals.

d. Exercising, for the command headquarters and its subordinate installations and activities, staff and technical supervision over all progress statistical reporting and analysis activities, including the reports control system; and developing guides and criteria for the collection, processing, analysis, summarization, and interpretation of statistical data.

e. Administering the reports control system, including the design of progress and statistical reports and the continuous review and appraisal of reports and reporting requirements.

B-71. Management Analysis

a. The comptroller normally has general staff responsibility for management systems of the command. These systems consist of integrated groups of procedures, methods, policies, practices, and personnel that a commander and his staff use in planning, organizing, directing, coordinating, and controlling. The comptroller normally is responsible for reviewing and analyzing existing management systems, developing new command-wide management systems outside the functional area of responsibility of any single staff agency, coordinating the integration of the staff functional area systems into the overall management system, providing assistance to other staff agencies both in improving systems within their purview and in developing new systems, and studying system problems crossing organizational or functional lines.

b. Management analysis is the chief functional activity for studying and developing management systems. Normally, management analysis is a responsibility of the comptroller and provides a continuing and independent analysis of organization, functions, procedures, and management policies for the purpose of assisting in managing the command effectively and efficiently.

c. The comptroller normally has staff responsibility for—

(1) Evaluating nontactical organization and methods, developing proposals for improvement, and assisting in the installation of new and improved organization and methods.

(2) Exercising staff supervision of management improvement programs through management analysis techniques and, when assigned, manpower control.

(3) Providing staff supervision over the development, extension, and use of perform-

ance analysis, including the development of standards of performance; and integrating performance analysis data with other management data.

(4) Performing industrial engineering functions assigned to him or to the head of another appropriate agency of the command.

B-72. Automatic Data Processing

a. The comptroller has staff responsibility for insuring the effective and efficient management of combat service support automatic data processing (ADP) facilities to include the following:

(1) Analyzing ADP systems and specifications and recommending revision of existing programs, or adopting new programs.

(2) Analyzing automatic data processing equipment (ADPE) inventory and operating status reports, recommending distribution of hardware, and coordinating the development of requests for new or additional hardware.

(3) Developing policy for the establishment of alternative systems under emergency conditions.

b. The comptroller may be assigned operational control of ADP facilities furnishing services to two or more organizational or functional elements.

B-73. Other Responsibilities and Functions

a. Within command policies, the comptroller provides indoctrination and training of personnel in the principles and techniques of his functional activities.

b. In overseas areas, the comptroller exercises, in coordination with the G5, such additional responsibility for foreign financial matters and other fiscal transactions as local conditions require.

APPENDIX C

ESTIMATES

(STANAG 2118)

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This appendix provides additional discussion of the applicability of the estimate of the situation to the needs of commanders and staff officers at major headquarters of the Army in the field (chap. 6). It includes a detailed discussion of the sequence of, and basic principles for, the preparation of a tactical and a combat

service support commander's estimate of the situation, including formats with explanations and examples. It also contains formats establishing a sequence for preparation of staff estimates and examples of the application of these formats at selected major headquarters.

Section I. TACTICAL COMMANDER'S ESTIMATE OF THE SITUATION

(The following discussion, including the format and content of the tactical commander's estimate of the situation, applies to the operation estimate of the situation except that the title of paragraph 5 of the operation estimate is "RECOMMENDATION" rather than "DECISION.")

C-1. Paragraph 1, "MISSION"

The restated mission as determined by the commander in step 3 of the sequence of commander and staff actions (ch. 5).

C-2. Paragraph 2, "THE SITUATION AND COURSES OF ACTION"

In this paragraph the commander considers all elements and aspects of the situation that influence operations in order to formulate tactical courses of action and to facilitate analysis of such courses of action to accomplish the mission.

a. Subparagraph a, "Considerations Affecting the Possible Courses of Action." The purpose of subparagraph a is to determine those facts of the situation that will influence

friendly and enemy actions and, therefore, may influence the choice of a course of action. The commander analyzes each fact and deduces the probable effect of that fact on other facts and on enemy and friendly actions. In the absence of facts, he uses logical assumptions.

(1) *Characteristics of the area of operations (including analysis of the effects of pertinent characteristics on the operations)*. The commander considers the following:

(a) *Weather*.

1. Military aspects of predicted weather and light data for the period, together with the effects of these data on the employment, by friendly and enemy forces, of means or devices influenced by weather conditions.

2. Effect of weather on enemy operations, our operations, and terrain.

(b) *Terrain*.

1. Effect of terrain on observation and fire; concealment and cover; movement (surface and air); employment of nuclear weapons and chemical and biological agents; radiating devices, such as communications, electronic warfare, and combat surveillance; unconventional warfare; psychological operations; and other devices or aspects of military operations, as appropriate.

2. Effect of military aspects of terrain on enemy operations and our operations.

3. Determination of key terrain features and avenues of approach.

(c) *Other pertinent factors*. Succeeding subparagraphs include, when appropriate, analyses of the political, economic, sociological, and psychological factors or science, technology, materiel, transportation, and manpower, together with deductions pertaining to their effects on the operations.

(2) *Enemy situation*. The commander considers—

(a) *Dispositions*. Locations of enemy forces, including fire support elements when appropriate. Dispositions may be shown by map or overlay.

(b) *Composition*. Indication of identity, armament, and type of organization of enemy forces.

(c) *Strength*. Stated in the following terms:

1. Committed forces—Number and size of enemy units committed against our force.

2. Reinforcements—Number and size of enemy reinforcements.

3. Air, and nuclear, biological, and chemical (NBC)—Enemy air strength available to support ground operations; and, if known, the yield and number of nuclear warheads and quantities of chemical and biological agents and delivery means.

4. Other considerations—Enemy forces not listed above known to have special capabilities, such as electronic warfare, unconventional warfare, or combat surveillance by electronic, sonic, or other means, together with deductions concerning their effect on our combat power.

(d) *Recent and present significant activities*. This subparagraph summarizes recent and present activities of the enemy. If it is reasonable to believe that the enemy has knowledge of our situation or intentions, the commander emphasizes this fact. He pays particular attention to the pattern of employment of enemy nuclear weapons. He lists such items as enemy employment of new or unconventional weapons, techniques, and tactics or innovations in existing tactics, techniques, or materiel. He may include an evaluation of enemy intelligence collection means or techniques.

(e) *Peculiarities and weaknesses*. The commander indicates enemy peculiarities and weaknesses that will influence his combat effectiveness either favorably or unfavorably. He also includes such items as personnel and logistics.

(3) *Own situation*. This subparagraph lists for own forces essentially the same considerations as those included in (2) above. The subparagraph states recent and present significant activities, peculiarities, and weaknesses and includes such items as morale, training, civil affairs, and logistics. The G3 compiles this information for the estimate, based on his knowledge of the situation and on information obtained from the G1, G4, and G5. Otherwise, the commander obtains this information directly from the G1, G3, G4, and G5 oral staff estimates. The information is usually in abbreviations.

viated form because it may be a repetition of what is generally known. However, own dispositions are significant and must be described in sufficient detail to determine considerations that will influence the commander's choice of a course of action favorably or unfavorably, to include vulnerability to enemy nuclear attack. The information in this subparagraph of the estimate includes an indication of own vulnerability to such attack.

★(4) *Relative combat power.* Based on an analysis of data concerning the enemy and his situation, the commander determines and states his conclusions concerning relative combat power. These conclusions consist of an estimate of the general overall relationship of the combat power of his forces to that of the enemy forces, to include significant strengths and vulnerabilities. The basic factors of combat power are maneuver units and supporting fires. Additional factors which might be considered are tactical cover and deception, mobility, control and coordination, terrain, dispositions, weather, logistic support, psychological warfare, security, and electronic warfare. These factors do not always apply to any particular situation. For every operation, a determination of the appropriate factors must be made. The commander's analysis of relative combat power provides a general background for formulating courses of action and may indicate the basic nature and the characteristics of feasible courses of action. These conclusions assist in speeding up the estimating process by providing an indication of courses of action that would be infeasible and, therefore, should not be considered. The commander avoids becoming involved in an attempt to make a detailed study of personnel or weapons on both sides. He bases conclusions on a general impression of the relative capability of the two forces.

b. Subparagraph b, "Enemy Capabilities."

(1) Enemy capabilities are those courses of action of which the enemy is physically capable and that will influence the accomplishment of our mission if adopted.

(2) The G2 normally determines enemy capabilities and presents them in the intelligence estimate. If justified, the G2 also provides

his evaluation of the relative probability of adoption. The commander considers all the enemy capabilities presented by the G2. He may accept, revise, and discard them or develop additional capabilities if appropriate.

(3) The commander includes enemy vulnerabilities that are exploitable at own, higher, or lower echelons.

c. Subparagraph c, "Own Courses of Action."

(1) AR 320-5 defines a course of action as "any sequence of acts which an individual or a unit may follow; a possible plan open to an individual or a commander which would accomplish or is related to the accomplishment of his mission; the scheme adopted to accomplish a job or mission; a line of conduct in an engagement." The estimator develops his own courses of action; however, the commander may formulate one or more courses of action and provide them as guidance to the staff.

(2) In subparagraph c, the commander considers the courses of action that the G3 presented in his operation estimate. He may reject, modify, or formulate additional ones, if appropriate. This procedure assists the commander in considering all significantly different feasible courses of action.

(3) The ability to formulate feasible courses of action quickly and accurately is essential to sound decisionmaking. The development and recognition of feasible courses of action depend, in part, on the influence of the aspects of the situation considered in paragraph 2 of the estimate and, in part, on the judgment of the estimator. The individual formulating courses of action should use the following criteria as a guide:

(a) Is the course of action feasible; that is, does the command have the capability to perform the contemplated action?

(b) Will the course of action accomplish the mission without undue damage to the command?

(c) Are the courses of action in sufficient detail to be distinguishable, one from the other, for purposes of analysis?

★(4) There are several techniques for formulating courses of action. These courses may be stated in either broad or detailed

terms. During his analysis of opposing courses of action, this estimator may add details, make revisions, and fully develop the courses of action.

★(a) The estimator will include the following elements in each course of action. The amount of detail included is subject to the judgment of the estimator.

1. The type of action (e.g., attack, defend) (*what*).

2. The time that the action will begin or be completed (*when*).

★3. The location of the action (in defense, the specific enemy avenue of approach; in the attack, the general direction of the attack) (*where*).

4. The use of available means (*how*) (a broad indication of the maneuver elements or the formation to be employed and, if appropriate, nuclear and chemical fires to be employed; when necessary to distinguish between courses of action, he may include supporting fires).

★5. The purpose of the action (*why*).

★(b) As indicated above, courses of action can be stated in broad or detailed terms. The amount of detail included is subject to the judgment of the commander; however, courses of action should include sufficient detail to distinguish one from the other for purposes of subsequent analysis and comparison. In most instances, the distinguishing differences are in the elements of *where* and *how*. In expressing courses of action either the *where* is used, stating only a portion of the *how* (normally used when courses of action are expressed in general terms); or the *how* is used, stating the *where* in general terms (normally used when courses of action are expressed in more detailed terms).

★(c) A course of action for an offensive mission will include the *what* (attack), the *when* (time of attack), the *where* (direction of division attack), the *how* (use of available means), and the *why* (purpose of the action). As indicated above, the amount of detail included in these elements is a judgment area.

★(d) A course of action for a defensive mission will include the *what* (defend), the *when* (time the defense is to be effective), the

where (may use location of FEBA or areas units will defend), the *how* (some indication of forward committed units), and the *why* (purpose of action). Again, the amount of detail included in these elements is a judgment area.

C-3. Paragraph 3, "ANALYSIS OF OPPOSING COURSES OF ACTION"

The commander must analyze each of the courses of action formulated in paragraph 2c of the estimate (para C-2c above) to determine its advantages and disadvantages, to incorporate improvements, to determine requirements for supporting fires, and to define requirements for any other actions in conjunction with the course of action. The commander accomplishes this by war gaming the course of action from the current dispositions of the unit to the objective, to include any actions that may be required subsequent to securing the objective.

a. The first part of the commander's analysis is a preliminary analysis to discriminate between those considerations or enemy capabilities listed in paragraph 2b of the estimate that will materially assist in choosing the best course of action and those that will not.

(1) Those enemy capabilities that are not selected for use in analysis are still valid capabilities that, if adopted by the enemy, will influence the accomplishment of the mission. However, they are of no assistance in determining the relative probability of success of own courses of action. Although these enemy capabilities are not selected, they continue to be used for reference purposes.

(2) The determination of those enemy capabilities that should be selected for use in analysis requires judgment because there are no absolute rules governing this process. In general, when in doubt concerning the selection of particular capability, the commander selects it. In exercising judgment, the commander—

(a) Analyzes the enemy capabilities presented by the G2, paying particular attention to those capabilities having a high probability of adoption. He will probably not select a capability with a low probability of adoption.

(b) Examines enemy maneuver capabilities to determine those capabilities that, if

adopted, would produce a different effect on friendly courses of action. He selects these capabilities for purposes of analysis because they will assist in choosing a course of action.

(c) Reexamines the selected enemy maneuver capabilities to determine the characteristics that are inherent in other capabilities. For example, the characteristics of the delay capability may be inherent in the defense capability.

(d) For speed and simplicity, may combine more than one maneuver capability for purposes of analysis; e.g., he may combine defense and reinforcement of the defense, or he may combine attack and reinforcement of the attack.

★(3) The enemy artillery, air, and nuclear, biological, and chemical capabilities are support capabilities. The enemy ordinarily would adopt these capabilities only in connection with a maneuver, particularly at division and below. Therefore, the commander would not ordinarily select these enemy capabilities separately for purposes of analysis, but he would combine them with maneuver capabilities. Thus, as a final step in selecting the enemy capabilities that will assist in choosing the best course of action, the commander combines the support capabilities with the maneuver capabilities previously selected.

(4) Assuming that in a particular situation the commander has selected the defense capability; the attack capability; and the reinforcement capability plus support capabilities, to include the air, artillery, and NBC capabilities, he could state them as follows:

(a) Attack (now, tomorrow), reinforced (with (by) type of units), supported by available air, artillery, and nuclear weapons and chemical and biological agents.

(b) Defend (now, tomorrow), reinforced (with (by) type of units), supported by available air, artillery, and nuclear weapons and chemical and biological agents.

b. The second part of the analysis step is the analysis of each of own possible courses of action (para C-2c above). The estimator makes no attempt to *compare* own courses of action. Paragraph 3 is a series of independent analyses of own courses of action versus enemy cap-

abilities. The estimator analyses each friendly course of action separately against each of the selected enemy capabilities to determine its outcome. He visualizes the action from the preparation for action through the execution stage. One approach he uses is to visualize the action by both sides in logical sequence from the present positions to the final objective. He considers all facts developed in paragraphs 1 and 2 of the estimate and their effects on the action. He determines the enemy ability to oppose the course of action and the degree of its success in the face of enemy opposition. He weighs the degree of risk and its acceptability for each course of action. He considers active and passive measures by which the effects of enemy CBR, guerrilla, and air attacks may be decreased. He ties these together by a common mission. It is neither possible nor practicable for the commander to reach an overall conclusion on the best course of action until all the information developed during the course of analysis is available and the comparison in paragraph 4 has been completed.

c. Paragraph 3 is that part of the estimate in which the commander attempts to visualize and to anticipate all possible eventualities to discover strengths and weaknesses of each course of action. *The following is an outline of one method the commander uses to analyze an offensive course of action:*

(1) He begins by determining the combat power that the enemy has committed in the initial position that must be ruptured. He then determines the combat power required to rupture the position in the face of available enemy power. At division the commander visualizes combat power in terms of numbers and types of maneuver battalions. He examines current dispositions to determine those units that can be most logically employed. In making this examination, he considers any other facts that bear on the employment of specific units and any redistribution of units that may be necessary to initiate the course of action. At this time, he may consider the requirement for control headquarters.

(2) The commander then visualizes the movement of units from initial positions or

from positions to which units have been redispersed.

(3) He visualizes the movement of units across the line of departure and the effect on those enemy defenses considered and appraises the enemy reaction to reinforce or to counter the attack. At this time, he considers and visualizes the requirement for supporting attacks in terms of units needed. He also considers the requirement for supporting fires, use of smoke, and supporting air in rupturing the initial enemy position. He visualizes critical areas and incidents and notes advantages and disadvantages. On completion of war gaming through the rupture of the initial enemy position, the commander develops the composition of the main and any required supporting attack forces and makes his decision on the composition, location, and possible employment of the reserve should the initial attack fail.

(4) The commander follows a similar process in continuing to war game to the objective. He considers requirements for supporting fires, nuclear fires, use of smoke, and supporting air. He assesses the ability of the supporting attack to contribute to success by immobilizing enemy units or by preventing the use of reinforcements. He again visualizes critical areas and incidents and noted advantages and disadvantages. He considers employment of the reserve and makes a decision on its movement into more advantageous supporting positions. He repeats this process until the objective is secured.

(5) Once the objective is secured, the commander considers requirements to consolidate, reorganize, build up, and move the reserve to the most advantageous positions.

(6) He repeats this process of analysis for each course of action against each of the selected enemy courses of action.

d. On completion of war gaming each course of action against each selected enemy capability, the commander should find that the following have been developed:

(1) Requirements for readjustment of initial dispositions.

(2) Composition of the main and supporting attack forces.

★(3) Requirements for supporting fires and use of tactical cover and deception.

(4) Probable enemy reaction during each phase of the operation.

(5) Probable critical areas and incidents and how success is to be achieved in each case.

(6) Initial location and composition of the reserve and its possible employment during various phases of the action.

(7) Actions required in consolidating, reorganizing, and building up in the objective area.

(8) Advantages and disadvantages of each course of action.

e. The commander may select later any course of action for expression in the final step of the estimate, paragraph 5, the decision, in terms of *who*, *what*, *when*, *where*, *how*, and *why*. Analysis should have expanded the initially formulated course of action with the essential detail that would be needed.

C-4. Paragraph 4, "COMPARISON OF OWN COURSES OF ACTION"

a. In paragraph 4 of the estimate, the commander compares courses of action developed in paragraph 3 and reaches a conclusion on the best course of action. He uses all his judgment, skill, and experience in making this comparison. Some advantages and disadvantages may be so insignificant that he may ignore them. From the advantages and disadvantages that emerge as a result of his analysis, he determines the significance of each advantage and disadvantage in the light of accomplishing the mission.

b. In the first subparagraph, the commander lists the advantages and disadvantages of each course of action that emerged during analysis. He may organize this subparagraph using one of several methods. One method is to list each course of action and show all advantages and disadvantages under each course of action. Another method is to isolate certain major considerations (such as terrain, time, and own dispositions), to discuss all courses of action under each consideration, and to arrive at a subconclusion for each consideration. When he uses this method, the commander first determines which considerations are decisive in the situa-

tion confronting him because there is no list of major considerations applicable to all situations.

c. In the last subparagraph, the commander states an overall conclusion on which course of action offers the greatest prospect of success.

C-5. Paragraph 5, "DECISION" (Commander's Estimate)

a. The commander uses the course of action he considered in the comparison step that offered the greatest probability of success as a basis for his decision. The decision provides for accomplishment of all elements of the commander's restated mission.

b. The commander's decision, the last step of the estimate, is a clear, concise statement of the scheme of maneuver that he approves for the operation. He and his staff will use it to develop the remainder of the tactical plan.

c. The elements of *what*, *when*, *where*, and *how* are present in the course of action. However, before the decision is understandable to other than the estimator, it normally must also

include the elements of *who* (the command itself or, when the entire command is not involved, the appropriate elements of the command), and so much of the *why* (the purpose to be attained and the reasons therefor) as is necessary for understanding.

d. The commander makes many "decisions" in the course of planning an operation. However, this decision is the initial decision as a result of his estimate and reflects the scheme of maneuver to be adopted. He includes any elaboration of this decision in the commander's concept to his staff.

C-6. Format and Examples

Figure C-1 summarizes the general description and content of the tactical commander's estimate of the situation contained in the above discussion. Examples C-1, C-2, and C-3 provide example applications of this format for use by a division commander and a field army commander. Example C-4 provides example application of this format for use by an area adviser in a stability operation situation.

Section II. COMBAT SERVICE SUPPORT COMMANDER'S ESTIMATE OF THE SITUATION

The operations officer of a combat service support command uses the discussion, content, and form of this estimate of the situation, except that the title of the final paragraph is "RECOMMENDATION" rather than "DECISION."

C-7. Paragraph 1, "MISSION"

The mission may be a general mission or a specific mission. The mission statement is the re-

stated mission determined by the combat service support commander's mission analysis.

a. The mission normally is to support the operations of another commander, or other commanders. It is set forth in orders and instructions from higher authority, or it may be deduced from knowledge of the situation and of the intent of higher authority. When paragraph 1 is a statement of a general mission

(CLASSIFICATION)

Headquarters
Place
Date, time, and zone

COMMANDER'S (OPERATION) ESTIMATE OF THE SITUATION

References: Maps or charts.

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of commander and staff actions (chap. 5).

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action. Determine those facts of the situation that will influence friendly and enemy actions and thus may influence the choice of a course of action. Analyze each fact and deduce the probable effect of that fact on other facts and on enemy and friendly actions. In the absence of facts, use logical assumptions.

(1) Characteristics of the area of operations.

★(a) Weather. Include the military aspects of weather and light data for the period. Include the predictable or assumed effects on the employment, by friendly and enemy forces, of nuclear weapons, chemical and biological agents, electronic warfare, combat surveillance devices, unconventional warfare, psychological operations, and other means or devices that weather influences. Summarize the effects of weather on enemy operations and friendly operations.

★(b) Terrain. Include the military aspects of terrain. Determine and include the effects of terrain on observation and fire; concealment and cover; movement; and the employment of nuclear weapons and chemical and biological agents, combat surveillance devices, unconventional warfare, psychological operations, and other means, devices, or aspects of military operations as appropriate. Determine and include the effects of weather on terrain. Summarize the effects of terrain on enemy operations and friendly operations.

(c) Other pertinent factors. Include relevant facts pertaining to hydrography, radio frequency environment, communications, civil-military operations (politics, economics, sociology, and psychology), technology, materiel, transportation, manpower, or other appropriate factors influencing operations. Include facts and deductions from these facts concerning effects on operations and summarize the effects on enemy and friendly operations.

(2) Enemy situation. Indicate the disposition of enemy forces, to include fire support units (when appropriate). Determine and state the composition of enemy forces, to include identity, armament, and type of organization. Include order of battle information on infantry, infantry (mechanized), armored, airborne, or airmobile units, cavalry, artillery, supporting air and naval units, and irregular forces. Determine enemy strength and state in terms of committed forces, reinforcements, air, nuclear, bio-

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Figure C-1. Format for the tactical commander's (operations officer's) estimate of the situation.

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logical, and chemical. Summarize those recent and present activities of the enemy that may indicate his future action. Summarize enemy peculiarities and weaknesses that will influence his combat effectiveness either favorably or unfavorably. Determine and list enemy vulnerabilities.

(3) Own situation. Include factors that bear on our own combat power, including dispositions, composition, strength (including air and nuclear), morale, training, civil affairs, combat service support, own vulnerability to enemy nuclear attack, and other considerations that will influence our combat effectiveness either favorably or unfavorably.

(4) Relative combat power. Indicate the general overall relationship of the combat power of friendly forces to that of the enemy forces, together with an evaluation of significant strengths and vulnerabilities of the enemy and our own forces. This estimate within an estimate provides a general background for the formulation of courses of action and may indicate the basic nature and characteristics of courses of action.

b. Enemy Capabilities. List all courses of action of which the enemy is physically capable and which will influence the accomplishment of the mission if adopted. Include the relative probability of adoption, if justified. Include enemy vulnerabilities exploitable at own, higher, or lower echelons.

c. Our Courses of Action. Formulate logical tactical courses of action to accomplish the mission in terms of *what, when, where, and how*, as appropriate.

(CLASSIFICATION)*Figure C-1—Continued.*

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3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each enemy capability on the success of each course of action (para 2c above). This may be done in two steps, as follows:

a. Select the enemy capabilities that oppose the friendly courses of action for use in the analysis in paragraph 3b below.

b. Analyze each course of action in turn against each selected enemy capability or combination of capabilities, considering the effects of the enemy capabilities stated in a above and the effects of those significant facts and assumptions provided in paragraph 2 above. Determine probable critical incidents, areas, and times and how to cope with them if they arise. During this process, the strengths and weaknesses (advantages and disadvantages) of each course of action with respect to these significant facts and assumptions are determined.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages that emerged during analysis (para 3 above). Decide which course of action promises to be most successful in accomplishing the mission. Another method of comparison may be used in which certain major considerations (such as terrain, obstacles, and own dispositions) are isolated and all courses of action are discussed under each major consideration with a subconclusion reached for each major consideration.

5. DECISION (RECOMMENDATIONS)

Translate the course of action selected (para 4 above) into a statement of what the force as a whole is to do and as much of each of the elements of who, what, when, where, how, and why as may be appropriate.

/s/_____

Annexes (as required)

Distribution

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Figure C-1—Continued.

of support, the commander includes the course of action of the supported command, or commands, if known.

b. Specific missions are normally within the scope of the general mission of support. A specific mission may be set forth in orders and instructions from higher authority or deduced from knowledge of the situation and intent of the higher authority. Examples are "Support three additional armored divisions in the 3d Army sector" and "Assume civil affairs responsibilities in the area of the MEUSE River." A specific mission for an estimate might also be an included task of the general mission for which the commander must decide on a course of action. The combat service support commander's mission of providing class V support to a field army is an example of an included task that might be the subject of a separate estimate.

C-8. Paragraph 2, "THE SITUATION AND COURSES OF ACTION"

Paragraph 2 of the combat service support commander's estimate serves the same purpose as paragraph 2 of the tactical commander's estimate. However, the nature of a combat service support command's operations requires emphasis on different aspects of the situation than for a tactical command. This necessitates a modification in the content and sequence of paragraph 2 of the estimate as follows:

a. *Subparagraph a, "Considerations Affecting the Possible Courses of Action."*

(1) *Operations to be supported.* The commander considers the nature of the operations to be supported, composition of supported forces, strengths to be supported, peculiar or unusual combat service support requirements of supported forces, and any other factors pertaining to the supported force that affects the scope and size of the support mission.

(2) *Characteristics of the area of operations.* The combat service support commander considers the same factors as the tactical commander. He applies these factors to the conduct of combat service support operations to determine the effects of the characteristics of the area of operations on these operations and to the accomplishment of his mission.

(3) *Enemy situation.* The commander considers enemy capabilities that are a threat to the conduct of his operations.

(4) *Own situation.* The commander considers those aspects of the friendly situation that provide bases for recognition of anticipated difficulties or difficulty patterns in the command's ability to provide the required support.

(a) *Tactical situation.* The commander considers the dispositions of the major elements of the supported force. He considers dispositions at the beginning of the operation and at those phases of the tactical operation that may require reassessment of the combat service support operation. He establishes any special support requirements needed at the beginning of the operation and at each subsequent phase. He determines any special support techniques or procedures required because of the tactical situation.

(b) *Personnel, logistic, and civil affairs situations.* In separate subparagraphs, the commander considers the personnel, logistic, and civil affairs situations. Each subparagraph contains a consideration of the situation within the command as well as mission support requirements in the respective area. He states the effects of either or both considerations on accomplishment of the mission.

b. *Subparagraph b, "Anticipated Difficulties or Difficulty Patterns."* This paragraph parallels the purpose of paragraph 2b of the tactical commander's estimate. The combat service support commander determines and lists difficulties or difficulty patterns in the existing or projected situation that may influence accomplishment of the mission. The commander derives these difficulties or difficulty patterns from the considerations in paragraph 2a of the estimate and he uses them in the analysis paragraph of the estimate.

c. *Subparagraph c, "Own Courses of Action."* The commander lists the feasible courses of action that will accomplish the support mission.

C-9. Paragraph 3, "ANALYSIS OF OPPOSING COURSES OF ACTION"

The commander determines the probable effect of each significant difficulty on the success of

each course of action. He may accomplish this in two steps—

a. Selecting those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c of the estimate.

b. Analyzing each course of action stated in paragraph 2c of the estimate against each selected difficulty. He determines the probable outcome of each course of action, including critical incidents, areas, times, and significant difficulties (para 3 of the tactical commander's estimate (para C-3)). He applies these factors to his analysis by considering the difference between enemy capabilities and significant difficulties.

C-10. Paragraph 4, "COMPARISON OF OWN COURSES OF ACTION"

The combat service support commander's comparison in this paragraph has the same objective as that of the tactical commander's com-

parison; i.e., to compare the courses of action after the analysis to determine which course of action promises to be most successful in accomplishing the mission. Paragraph 4 of the tactical commander's estimate (para C-4) contains a discussion of the techniques and procedures that the combat service support commander can use in making his comparison.

C-11. Paragraph 5, "DECISION"

In this paragraph, the commander translates the course of action selected into a statement of what the command as a whole is to do and as much of each of the elements of *who*, *what*, *when*, *where*, *how*, and *why* as may be appropriate.

C-12. Format and Examples

The format shown in figure C-2 summarizes the general description and content of the combat service support commander's estimate of the situation.

Section III. STAFF ESTIMATES

★C-13. Personnel, Logistic, and Civil-Military Operations (CMO) Estimates

Figure C-3 summarizes the general description and content of the personnel, logistic, and civil-military operations (CMO) estimates civil affairs (CA) and psychological operations (PSYOP) estimates may be made as combined CMO or as separate estimates, depending on the relative emphasis required by the situation. Examples C-6, C-7, C-8, C-10, and C-11 provide example applications of this format

for use by a personnel officer, a logistics officer, and a CMO officer.

C-14. Intelligence Estimate

Figure C-4 summarizes the general description and content of the intelligence estimate. Example C-5 shows example application of this format for use by an intelligence officer in a stability operation situation. Example C-9 shows example application of this format for use by an intelligence officer at field army.

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Headquarters
Place
Date, time, and zone

COMMANDER'S ESTIMATE OF THE SITUATION

References: Maps or charts.

1. MISSION

a. When the purpose of the estimate of the situation is to determine the best course of action to execute a general mission of support, include the support mission set forth in orders and instructions from higher authority and the course of action of the supported command in general terms, when appropriate.

b. When the purpose of the estimate of the situation is to determine the best course of action to execute a specific mission (within the general mission of providing combat service support), subject the specific mission to analysis. This restated mission is the mission statement used in the estimate. Determine what tasks must be performed to insure that the mission will be fully accomplished. State these tasks in the sequence in which they are to be accomplished, together with so much of the purpose of each task as appropriate.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action. Determine and analyze those facts of the situation that will influence the choice of a course of action. Analyze each fact and deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts, use logical assumptions.

(1) Operations to be supported. Describe the nature of the operations to be supported, emphasizing the impact of current and future problems and plans on the supported operations.

(2) Characteristics of the area of operations.

(a) Weather. Include the military aspects of weather. Summarize the effects of weather on the conduct of the support mission.

(b) Terrain. Include those military aspects of terrain influencing the conduct of support operations. Include transportation facilities, such as roads, railroads, ports, and beaches, as appropriate.

(c) Other pertinent factors. Include relevant facts pertaining to economic, political, social, and psychological conditions within the area of support operations. Include facts or deduction concerning the effects on support operations.

(3) Enemy situation. Determine the effect of current enemy operations, including unconventional warfare and covert operations, on the support operation. List enemy capabilities that the enemy is physically capable of executing and, if adopted, will influence the conduct of operations. Determine the effect of such capabilities if adopted.

(4) Own situation. Include significant aspects of own situation and

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Figure C-2. Format for the combat service support commander's estimate of the situation.

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(Short title identification)

their effects on the mission. Include determination of requirements and availability of military resources and the impact of future plans on the mission.

(a) Tactical situation. Include present dispositions of major tactical elements and projected operations. Determine and state the effects of the tactical situation on the combat service support mission.

(b) Personnel situation. Provided from the personnel estimate of the situation. Determine and state the effects of the personnel situation on the combat service support mission.

(c) Combat service support situation. Provided from the logistic estimate of the situation. Determine and state the effects of the combat service support situation on the combat service support mission.

(d) Civil-Military Operations situation. (CMO) Provided from the CMO estimate of the situation. Determine and state the effects of the CMO situation on the combat service support mission.

b. Anticipated Difficulties or Difficulty Patterns. List anticipated difficulties or difficulty patterns that may influence the accomplishment of the mission. This may include enemy capabilities, including nuclear, biological, chemical, unconventional warfare, and psychological operations capabilities, or other major anticipated difficulties or difficulty patterns that must be overcome.

c. Own Courses of Action. Formulate and list the logical courses of action that will accomplish the mission if successful.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each significant difficulty on the success of each course of action (para 2c above). This may be done in two steps, as follows:

a. Select those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c.

b. Analyze each course of action stated in paragraph 2c against each selected difficulty from paragraph 3a. Determine the probable outcome of each course of action, including critical incidents, areas, times, and significant deficiencies.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages that emerged during analysis (para 3). Decide which course of action promises to be most successful in accomplishing the mission (or which tactical course of action can best be supported). *Another method of comparison may be used in which certain major consideration (such as time, distance, and vulnerability) are isolated, and all courses of action are discussed under each major consideration with a subconclusion reached for each major consideration.*

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Figure C-2—Continued.

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(Short title identification)

5. DECISION (RECOMMENDATIONS)

Translate the course of action selected into a statement of what the command is to do, including *who, what, when, where, how, and why* as appropriate.

/s/_____

Commander

Annexes (as required)

Distribution

(CLASSIFICATION)

Figure C-2—Continued.

★NOTE. This format is for use by the personnel, logistic, and civil-military operations staff officers of a tactical command in combat. Because the battlefield dictates the need for an immediate, accurate, and continuing estimate, the estimate may be in the form of notes or it may be presented orally. When written, it should be brief. Paragraphs and subparagraphs that are not pertinent, or the contents of which are already known to the commander and staff, are omitted.

(CLASSIFICATION)

Issuing section and
headquarters

Place

Date, time, and zone

★(PERSONNEL) (LOGISTIC) (CIVIL-MILITARY OPERATIONS)
ESTIMATE

References: Maps or overlays (as necessary for understanding of the estimate).

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of commander and staff actions (chap. 5).

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation. Information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document, or an annex of the applicable estimate, may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting tactical mission.

★(b) Affecting (personnel) (logistic) (civil-military operations) activities.

b. Tactical Situation. Information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the tactical mission. (These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimates.

★c. Personnel Situation. (Use with logistic estimate and civil-military operations estimate.) Information obtained from the personnel staff officer.

★(1) Present dispositions of logistic units and installations that have an effect on the logistic situation or on the civil-military operations situation, depending on the estimate being made.

★(2) Projected developments within the personnel field likely to influence the operations.

(CLASSIFICATION)

★Figure C-3. Format for the (personnel) (logistic) (civil-military estimate).

(CLASSIFICATION)

(Short title identification)

★d. Logistic Situation. (Use with personnel estimate and civil-military operations estimate.) Information obtained from the logistics staff officer.

★(1) Present dispositions of logistics units and installations that have an effect on the personnel situation or on the civil-military operations situation, depending on the estimate being made.

★(2) Projected developments within the logistic field likely to influence the operations.

★e. Civil-Military Operations Situation. (Use with personnel estimate and logistic estimate.) Information obtained from the civil-military operations staff officer.

★(1) Present dispositions of civil affairs and psychological operations units and of CMO installations that have an effect on the personnel situation or on the logistic situation, depending on the estimate being made.

★(2) Projected developments within the civil-military operations field likely to influence the operations.

★f. (Personnel) (Logistic) (Civil-Military Operations) Situation. (Situation presented depends on title of estimate; i.e., for the personnel estimate, this subparagraph is titled "Personnel Situation.") In this paragraph the current status of the situation is shown under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate.

g. Assumptions. Any assumptions required as a basis for initiating planning or preparing the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

3. ANALYSIS

★Under each subheading and for each tactical course of action, when appropriate, analyze all (personnel) (logistic) (civil-military operations) factors, indicating problems and deficiencies.

★4. COMPARISON

a. Evaluate deficiencies, if any, with respect to the accomplishment of the mission, using those tactical courses of action listed in the commander's estimate.

b. Discuss the advantages and disadvantages of each tactical course of action under consideration from the (personnel) (logistic) (civil-military operations) standpoint. Include methods of overcoming deficiencies or modifications required in each course of action.

★5. CONCLUSIONS

a. Indicate whether the mission set forth in paragraph above can be supported from the (personnel) (logistic) (civil-military operations) standpoint.

b. Indicate which proposed course or courses of action can best be supported from the (personnel) (logistic) (civil-military operations) standpoint.

(CLASSIFICATION)

Figure C-3—Continued.

(CLASSIFICATION)

(Short title identification)

c. Indicate the (personnel) (logistic) (civil-military operations) disadvantages of each proposed course of action not listed in b above.

d. List the major (personnel) (logistic) (civil-military operations) deficiencies that must be brought to the commander's attention. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies.

/s/_____
(Designation of staff officer)

Annexes (as required)
Distribution

(CLASSIFICATION)

Figure C-3—Continued.



NOTE: See FM 30-5 for discussion, by paragraph, of the intelligence estimate.

(Classification)

Issuing section and
headquarters¹
Place
Date, time, and zone

INTELLIGENCE ESTIMATE NO. _____²

References: Maps, charts, or other documents.

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of commander and staff actions (chap. 5).

2. THE AREA OF OPERATIONS

This paragraph discusses the influence of the area of operations used in arriving at conclusions. It is based on the facts and conclusions of the analysis of the area of operations if one has been prepared. It may be a reference to an analysis of the area of operations if adequate coverage and discussion are contained therein.

a. Weather.

(1) Existing situation. Include light data and either a weather forecast or climatic information as appropriate. Use appendixes for detailed information.

(2) Effect on enemy courses of action. Discuss the effects of weather on each enemy broad course of action (e.g., attack, defend). Each discussion concludes with a statement of whether the weather favors the course of action. Among the courses of action include use of nuclear weapons; chemical and biological agents; and special methods, techniques, equipment, procedures, or forces.

¹ If distributed outside the headquarters, the first line of the heading is the official designation of the issuing command and the ending modified accordingly.

² Numbered successively in each calendar year.

(Classification)

Figure C-4. Format for the intelligence estimate.

(Classification)

(Short title identification)

(3) Effect on our courses of action. Discuss in the same manner as for (2) above except that the estimate concentrates on the type of maneuver (e.g., attack, defend) to accomplish the mission.

b. Terrain.

(1) Existing situation. Use graphic representations where possible. Use annexes for detailed material. Include as much information as necessary for an understanding of observation and fire, concealment and cover, obstacles, key terrain features, and avenues of approach. (Fig. I-1, para 3a, contains a discussion of these five factors in detail.) Include effects on each of these factors, as appropriate, of nuclear fires, biological and chemical agents, and any other pertinent considerations.

(2) Effect on enemy courses of action. Discuss in the same manner as for the effects of weather in a(2) above. For defensive courses of action, state the best defense area and the best terrain avenues of approach leading to it. For attack courses of action, state the best avenues of approach.

(3) Effect on our courses of action. Discuss in the same manner as for effects of weather in a(3) above.

c. Other Characteristics. The following additional characteristics are considered, as pertinent, in separate subparagraphs: sociology, politics, economics, psychology, and other factors. Other factors may include such items as science, materiel, transportation, manpower, and hydrography. These factors are analyzed under the same headings as weather and terrain.

3. ENEMY SITUATION

This paragraph gives that information of the enemy which will permit later development of enemy capabilities and vulnerabilities and refinement of these capabilities into a specific course of action and its relative probability of adoption.

a. Dispositions. Reference may be made to overlays, enemy situation maps, or previously published documents.

(Classification)

Figure C-4—Continued.

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(Short title identification)

b. Composition. Summary of order of battle of opposing forces and other enemy forces that can influence accomplishment of mission. Reference may be made to previously published documents. Special mention is made of units capable of electronic warfare, stability operations, and other special operations, as appropriate.

c. Strength. Enemy strength in this subparagraph is categorized as committed forces, reinforcements, air, nuclear weapons, and chemical and biological agents. The purpose of this categorization is to assist in developing enemy capabilities and vulnerabilities for use by the commander and staff in selecting courses of action.

(1) Committed forces. Those enemy ground units, their immediate reserves, and their supporting ground fire units that are reasonably certain of being employed within a definite area regardless of the specific friendly course of action implemented. Designation of enemy forces as committed forces depends primarily on their disposition, location, and the echelon at which the estimate is being prepared. The intelligence officer usually accounts for committed forces by the size unit used to oppose the friendly size unit used in his headquarters as a basis for planning operations (e.g., a brigade S2 normally considers committed forces in terms of companies; a division G2, in terms of battalions; and field army and higher headquarters, in terms of divisions). If there is doubt whether a unit is a committed force or a reinforcement, it is considered as a reinforcement. This attributes to the enemy the maximum capability to reinforce his forces that can oppose a given friendly course of action.

(2) Reinforcements. Include designation and location. Omit if there are no reinforcements. Reinforcements are those enemy forces that may or may not be employed against us depending on our choice of a specific course of action and enemy plans. To be considered as reinforcements, the enemy forces must also be capable of employment against us at various times and places, subject to time and distance considerations, in time to influence the accomplishment of the mission. Disposition, location, echelon of control, or other factors considered at the time of the estimate are

(Classification)

Figure C-4—Continued.

(Classification)

(Short title identification)

considered in determining which enemy forces are considered as reinforcements.

(3) Air. List the number of aircraft by type within operational radius. Include the number of possible sorties per day by type of aircraft, if known.

(4) Nuclear weapons and chemical and biological agents. Estimate, as appropriate, the number, type, yield, and delivery means of nuclear weapons and chemical and biological munitions or agents available to the enemy. (Estimates of enemy air, nuclear, biological, and chemical operations capabilities are usually prepared at field army level and higher headquarters. Units subordinate to field army use the estimates of higher headquarters.)

d. Recent and Present Significant Activities. In this subparagraph, selected items of information are listed to provide a basis for analyses to determine relative probability of adoption of specific courses of action and enemy vulnerabilities. Enemy failures to take expected actions are listed as well as positive information.

e. Peculiarities and Weaknesses. Based on knowledge of enemy tactical doctrine, practices, the principles of war, the area of operations, and the enemy situation previously described and discussed, list peculiarities and weaknesses and briefly discuss each, indicating the extent to which they may be vulnerabilities and how they influence possible friendly courses of action. The items listed are grouped under the headings indicated below. Only pertinent headings are used.

(1) Personnel. An estimate of strength usually is included if less than 80 percent of authorized strength. Status of morale is included, if known.

(2) Intelligence. An estimate of enemy intelligence success, ineffectiveness, and susceptibility to deception and detection usually is included.

(3) Operations. An estimate of combat effectiveness usually is included if less than excellent.

(Classification)

Figure C-4—Continued.

(CLASSIFICATION)

(Short title identification)

(4) Combat service support. An estimate of enemy ability to support his forces logistically is included if there are apparent weaknesses.

★(5) Civil-Military Operations. An estimate of the attitudes of the enemy and the civilian populace and the status of food, supply, medical facilities, and communications usually is included.

(6) Personalities. An estimate of the capabilities and/or weaknesses of the enemy commander and principal staff officers usually is included.

4. ENEMY CAPABILITIES

Based on all the previous information and analyses, develop and list the enemy capabilities (see FM 30-5). The listing provides a basis for analyzing the available information to arrive at those capabilities that the enemy can adopt as specific courses of action and their relative probability of adoption.

a. Enumeration. State *what, when, where*, and in what strength for each capability.

b. Analysis and Discussion. To provide a basis for conclusions on adoption of enemy capabilities and their relative probability of adoption, each capability, or appropriate combination thereof, is discussed in a separate subparagraph. Consideration of enemy deception measures is included. All the pertinent previous information and conclusions are tabulated as either supporting or rejecting the adoption of the capability. After listing all the evidence, each capability is judged from the *enemy* point of view of whether the adoption of the capability is advantageous to the enemy. Such judgments need not be made if the conclusion is obvious or if there is no evidence that the enemy will adopt the capability, except when the capability is one that will make the accomplishment of the friendly mission highly doubtful or impossible. This exception is to focus attention on dangerous threats.

5. CONCLUSIONS

Based on all the previous information and analyses, conclusions are stated concerning the total effects of the area of operations on friendly broad courses of action, the courses of action most probable of adoption by the enemy, to include their relative probability of adoption, and the effects of the enemy vulnerabilities that can be exploited. These conditions assist in the selection of a friendly course of action.

a. Effects of the Area of Operations on Our Courses of Action. For attack courses of action, indicate the best avenues of approach. For defense courses of action, indicate the best defense areas and the best avenues of approach leading to and into the defense areas. (This subparagraph is omitted if the discussion of the effects of the area on our courses of action in paragraph 2 has been omitted because of the availability of a current analysis of the area of operations.)

b. Probable Courses of Action. Courses of action are listed in order of relative probability of adoption. A listed course of action may include sev-

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Figure C-4—Continued.

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eral subordinate courses of action that can be executed concurrently. Usually no more than two or three courses of action, in order of probability of adoption, can be justified by the available evidence.

c. Enemy Vulnerabilities. List the effects of peculiarities and weaknesses that result in vulnerabilities that are exploitable at own, higher, or lower echelons. The order of listing these vulnerabilities has no significance.

/s/ _____

G2

(Commander, if distributed
outside headquarters)

Annexes

Distribution (if appropriate)

Authentication (G2 authenticates if
commander signs estimate)

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Figure C-4—Continued.

Section IV. EXAMPLE APPLICATIONS

Example C-1. Infantry Division Commander's Estimate of a Tactical Situation

(CLASSIFICATION)

20th Inf Div
EKBERG (1843), DSEA
131600L July 19__

COMMANDER'S ESTIMATE OF THE SITUATION

Reference: Map, Series M502 DSEA, Sheet 7235 II (LAPALOMA), Edition 1-DMG, 1:50,000.

1. MISSION

20th Inf Div attacks 140430 July, secures high ground (1055—1457), denies area south of TAKASAN Canal to the enemy, and protects corps east flank.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action.

(1) Characteristics of the area of operations.

(a) Weather.

1. Effect on enemy operations. Weather gives Aggressor good observation over avenues of approach into his position and good cross-country mobility. Wind directions do not favor Aggressor use of smoke or toxic chemicals agents. Weather favors Aggressor use of air and nuclear weapons. Effective winds do not favor Aggressor use of fallout.

2. Effect on our operations. Weather gives us good visibility and soil trafficability. Wind favors our use of smoke. Weather favors our use of nuclear weapons. Effective winds favor our use of fallout.

(b) Terrain.

1. Effects on enemy operations.

(a) Aggressor-held terrain favors defense in depth to the division objective. Aggressor has excellent observation over all avenues of approach, and his flanks are protected by rivers on the east and artificial obstacles and river on the west.

(b) Best avenue of approach for an Aggressor attack is the axis LEON (1370)—GONA (1640)—OSTRO (1955).

(c) Terrain favors Aggressor delivery of nuclear weapons by low-level air attack as long as Aggressor controls PETROV Woods ridge.

2. Effects on our operations. Terrain does not favor our attack. Aggressor has excellent observation over his entire front and the approaches to all key terrain features. Excellent obstacles protect his flanks.

(c) Other considerations. The friendly attitude of the population will assist us, particularly as sources of information. They may be exploited to hinder Aggressor troop movements. Control of civilians to prevent interference with operations will be a problem.

(2) Enemy situation. Intelligence Estimate No 15.

(3) Own situation.

(a) Strength. Infantry battalions average approximately 90-per-

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(COMDR'S EST OF SIT 820th INF DIV)

cent authorized strength, except for the 1-66 Inf, which has one ineffective company and another at 80-percent authorized strength.

(b) Composition. 20th Inf Div.

(c) Dispositions. See Annex A, Situation Overlay.

★(d) Combat service support. 1-66 Inf is short approximately 35 percent of its class II and VII equipment. Allocation of nuclear weapons for 14 July is one each SRC/1 KT, MRC/2 KT, FFR/5 KT, and FFR/10 KT. Available supply rate for 105-mm ammunition is 125; 4.2-inch mortar, 50; other types, no restriction.

(e) Morale. Excellent, except in 1-66 Inf, as a result of nuclear strike; somewhat low in 1-68 Inf, but believed to be a temporary condition.

(f) Status of training. Excellent.

(g) Combat efficiency. Excellent, except in 1-66 Inf, where it is poor, and 1-68 Inf, where it is fair.

(h) Reinforcements. 312th Mech Bde (two mechanized infantry battalions and one tank battalion) is in corps reserve.

(4) Relative combat power. It is estimated that our force is somewhat superior to the enemy in maneuver strength, mobility, conventional fire support means, and the ability to react quickly. While our force is believed to be superior in nuclear weapons, the enemy has had ample opportunity to analyze targets and compute data to employ those weapons he does have. The enemy is disposed on terrain that is decidedly advantageous to him.

b. Enemy Capabilities.

(1) Enumeration. Aggressor can—

(a) Attack now, along our front, with six mechanized battalions supported by all available artillery, air, and nuclear weapons.

(b) Defend now in present positions with six mechanized battalions supported by all available artillery, air, and nuclear weapons.

(c) Reinforce his attack or defense with all or part of the following units at the places and times indicated:

	Place	Motor	Foot
1. Estimated mechanized	160489	40 min	4 hr 45
regiment (-)		ASM ¹	min ASM ¹
in vicinity	196507	1 hr	7 hr 10
of 1256		ASM ¹	min ASM ¹
2. Estimated mechanized	160489	50 min	5 hr 25
battalion in		ASM ¹	min ASM ¹
vicinity of	196507	1 hr 5	7 hr 45
JANINA		min ASM ¹	min ASM ¹

¹ASM—After starting movement.

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(COMDR'S EST OF SIT—20th INF DIV)

	Place	Motor	Foot
3. Estimated mechanized battalion in vicinity of CELINA	160489 196507	50 min ASM ¹ 1 hr ASM ¹	5 hr 45 min ASM ¹ 6 hr 50 min ASM ¹
4. Estimated medium tank regiment (-) in vicinity of 1256	160489 196507	55 min ASM ¹ 1 hr 20 min ASM ¹	----- -----

(d) Delay on present and successive positions to the CELINA (1557)—JANINA (1054) ridge.

(e) Withdraw any time north of the TAKASAN Canal.

(f) Employ within the 30th Army area an unknown number of nuclear weapons from 0.5-KT to 100-KT yield with delivery by air, rockets, cannon artillery, missiles, and prepositioning.

(g) Employ chemical agents at any time either independently or in conjunction with his other capabilities.

(h) 30th Army estimates that Aggressor can be expected to attack within the army area with as many as 100 fighter, 40 attack, and 30 bomber sorties daily. By massing aircraft within operational radius of 1st Corps, Aggressor can mount a maximum of 200 fighter, 80 attack, and 60 bomber sorties daily.

(2) Probable course of action. Defend in his present position, reinforced by his division reserve and using all available artillery, air, and nuclear weapons.

(3) Vulnerabilities.

(a) Lack of reserves above division level.

(b) Shortage of 122-mm howitzer artillery ammunition.

(c) Shortages of signal personnel, POL, and truck transportation.

(d) Understrength units and no replacements expected for 15 days.

(e) Hostility of local population.

c. Own Courses of Action.

(1) Attack 140430 July in the direction Hill 412 (2049)—Hill 351 (1951)—Plateau BELLERIVE—Hill 306 (1754)—Hill 321 (1457). Secure Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 351, on the south slope of Plateau BELLERIVE, and on the south slope of Hill 306.

(2) Attack 140430 July in the direction Hill 418 (1848)—Hill 406 (1849)—Hill 408 (1651)—Hill 306 (1754)—Hill 321 (1457); secure Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the south slope of Hill 306.

(3) Attack 140430 July in the direction Hill 418 (1848)—Hill 406

¹ASM—After starting movement.

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(1849)—Hill 408 (1651)—Hill 282 (1251)—Hill 326 (1153)—Hill 320 (1055); secure Hill 320 and the ridge east thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the southeast slope of Hill 282.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. (1) Aggressor's delay, withdrawal, nuclear, air, and CB capabilities do not materially influence our choice of a course of action.

(2) Our dispositions are such that the threat of an enemy attack will not significantly influence or prevent necessary redistribution of our forces to implement any of our courses of action. If the enemy were to implement his attack capability prior to our attack, a decisive action would be fought near or on our present positions. It is doubtful that we have sufficient strength to defeat the enemy and concurrently launch a successful attack. Such an action also would involve major changes in the enemy's dispositions and some changes in our dispositions, thereby causing us to face a new situation necessitating a revised estimate with new courses of action. In this situation, the enemy's attack capability does not influence our choice of a course of action to accomplish our mission.

b. Course of action 1 (attack Hill 412—Hill 351—Plateau BELLERIVE—Hill 306—Hill 321) versus—

★(1) Aggressor defense in present positions with six mechanized battalions. Our forces are disposed in such a manner that no major redistributions would be necessary to implement this course of action. Our main attack would cross three areas (Hill 351, Plateau BELLERIVE, and Hill 306), each of which is defended by an estimated Aggressor battalion. Our initial attack would necessitate crossing a cross compartment to gain Hill 351 and an uphill attack against the Aggressor battalion on the south slope of that hill. Employment of a nuclear weapon should materially facilitate securing this ground. Target analysis reveals that either an SRC/1-KT or an MRC/2-KT weapon could be used on this target. Either would achieve the minimum effects necessary to assist in securing the position. Neither an FFR/5-KT nor an FFR/10-KT weapon could be used here for troop safety reasons. Some tree blowdown would occur, creating an obstacle to tanks and armored carriers. The success of the main attack against this position would depend to an extent on the ability of a supporting attack against Hill 406 to neutralize observation and fires from that area. Continuation of the main attack to the Plateau BELLERIVE would again necessitate crossing a major cross compartment and an uphill attack. Either an FFR/5-KT or an FFR/10-KT weapon would achieve minimum effects necessary to facilitate securing this position. This phase of the main attack should be supported by continuation of the supporting attack to Hill 408 to insure securing dominating terrain in the center of the zone. The success of 2d Corps attack would influence our success to some degree. The next phase of the main attack would cross a cross compartment in approaching Hill 306. To assist in securing this position, an FFR/10-KT weapon would achieve good effects. An MRC/2-KT or an

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(COMDR'S EST OF SIT—20th INF DIV)

FFR/5-KT weapon would achieve barely minimum effects. In conjunction with this attack, a supporting attack should be employed toward Hill 326 to gain possession of the dominating terrain in the left portion of the zone. Considerable time would be required for this attack to occur. The main attack would next cross a major cross compartment and extensive minefields under excellent enemy observation, while control of the high ground on the left would be the responsibility of a supporting attack force. To gain Hill 321 and move up the objective ridge from the east, it would probably be necessary to employ a force larger than two battalions in the final phase of the main attack, together with employment of our reserve weapon. In addition, it would probably become necessary to request from corps one additional nuclear weapon from the corps reserve for employment in this area. The best combination of nuclear weapons for this course of action is an SRC/1-KT weapon on Hill 351, and FFR/5-KT weapon on Plateau BELLERIVE, and an FFR/10-KT weapon on Hill 306, leaving an MRC/2-KT weapon in reserve. This course of action uses a direct route to the objective. It provides somewhat restricted maneuver room for the main attack initially and adequate maneuver room for the supporting attack. It gives Aggressor the advantage of excellent observation of the approach of our main attack to Hill 321. It would depend for success on nuclear strikes and at least to a degree on the ability of a supporting attack to secure rapidly Hill 408 and Hill 326 without nuclear support. The east flank of the main attack is protected by an unfordable obstacle.

(2) Aggressor reinforcement of his defense. If Aggressor employed his reserve to reinforce his defense in the Plateau BELLERIVE area, he could slow down the main attack, which, because of the restricted maneuver area, could cause sufficient concentration to make the main attack extremely vulnerable to nuclear strikes. In any event, it would be necessary either to commit additional combat power against him in that area or to reinforce the supporting attack to move to Hill 306 and Hill 321. If aggressor reinforced in the Hill 306 area, either the employment of additional force against him to gain that ground would be required, or it would be necessary to reinforce a supporting attack and commit it in the direction Hill 282—Hill 326—Hill 320 to secure Hill 320. If Aggressor reinforced in the Hill 408 area, he could canalize the main attack by holding terrain on the left flank. While he would not stop the main attack, additional combat power might be required to contain enemy forces in that area. This would ultimately favor the destruction of enemy forces in the Hill 408 area. If Aggressor reinforced in the Hill 282 or Hill 326 area, the securing of the objective by the main attack would be facilitated. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender or the reinforcement and commitment of a supporting attack in the direction Hill 326—Hill 320 would be necessary.

c. Course of action 2 (attack Hill 418—Hill 406—Hill 408—Hill 306—Hill 321) versus—

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★(1) Aggressor defense in present positions with six mechanized battalions. No major relocations would be necessary to implement this course of action. Our main attack would cross three areas (Hill 406, Hill 408, and Hill 306), each of which is defended by an estimated Aggressor battalion. Our attack from Hill 418 across the saddle to Hill 406 would allow us to take maximum advantage of high ground initially. An effective nuclear strike on Hill 406 would facilitate our advance. According to target to target analysis, an SRC/1-KT weapon will achieve good effects on this target. (Neither an MRC/2-KT, and FFR/5-KT, nor an FFR/10-KT weapon can be used on this target for troop safety reasons.) After Hill 406 has been secured, the main attack should be able to gain Hill 408 rapidly, although the attack would have to cross a relatively shallow mine belt en route to Hill 408. Any of our allocated weapons could be employed on the enemy positions on the south slope of Hill 408, although an MRC/2-KT weapon appears, from target analysis, to be most suitable. It would achieve good effects. By gaining Hill 408, our main attack would have gained control of the southern portion of the zone and have observation to our flanks. The action described thus far should be supported by a supporting attack to secure Hill 351 and Plateau BELLERIVE. The next phase of the attack—the advance from Hill 408 to Hill 306—crosses a cross compartment under Aggressor observation and makes a major change in direction. It would depend for success on an effective nuclear strike on Hill 306. Containment or neutralization of the forces on Plateau BELLERIVE would be necessary. To obtain optimum effects on the enemy positions on Hill 306, an FFR/10-KT weapon should be employed. An additional supporting attack should be launched to secure Hill 326 to contain and neutralize enemy forces in that area and to secure the east flank of the main attack. The advance of the main attack force from Hill 306 to Hill 321 is across a wide cross compartment under excellent observation, encompasses another change in direction, and is across a mine belt. While initially employing three battalions in the main attack, it would probably become necessary to employ a larger force in the main attack in the last phase of the operation; the reserve nuclear weapon would undoubtedly have to be employed to facilitate securing Hill 321 and to provide support for rolling up the objective from the east. In addition, it might become necessary to request an additional weapon from corps to support the final phase of the attack. The optimum combination of nuclear weapons and targets in this course of action is an SRC/1-KT weapon on Hill 406, an MRC/2-KT weapon on Hill 408, and an FFR/10-KT weapon on Hill 306, leaving one FFR/5-KT weapon in reserve. This course of action takes advantage of high ground initially; however, it is not the most direct route to the division objective. In the latter phases of this attack, success may depend on the employment of one or two additional nuclear weapons and on an additional supporting attack in the eastern portion of the division zone.

(2) Aggressor reinforcement of his defense. If Aggressor reinforced

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(COMDR'S EST OF SIT—20th INF DIV)

on Plateau BELLERIVE, the advance of the main attack and the securing of Hill 321 would be facilitated; this would favor the destruction of enemy forces in the Plateau BELLERIVE area. If he reinforced on Hill 306, he could force us to commit additional combat power against him to gain that ground or to reinforce and commit a supporting attack in the direction Hill 282 to Hill 320 to secure Hill 320. If he reinforced in the Hill 408 area, he could slow the main attack and cause us either to use additional force in that area or to reinforce and commit the supporting attack to secure Plateau BELLERIVE, Hill 306, and Hill 321. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender, or the reinforcement and commitment of a supporting attack in the direction Hill 326—Hill 320 would be indicated. If he reinforced in the Hill 282 or Hill 326 area, the securing of Hill 321 would be facilitated.

d. Course of action 3 (attack Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320) versus—

★(1) Aggressor defense in present positions with six mechanized battalions. No major redispositions would be necessary to implement this course of action. Our main attack would cross three areas (Hill 406, Hill 408, and Hill 282), each of which is defended by an estimated Aggressor battalion. From Hill 418 to Hill 408, the same considerations apply to this course of action as to course of action 2. From Hill 408 to Hill 282, the main attack would be required to cross a saddle that contains open, park-like woods against the Aggressor positions on Hill 282. Either an FFR/5-KT or an FFR/10-KT weapon would achieve necessary results against this target; an FFR/5-KT weapon is the optimum. Some tree blowdown would occur; however, this could easily be bypassed. The supporting attack, after securing Plateau BELLERIVE, should proceed to secure Hill 306. The main attack after securing Hill 282 would proceed along high ground to Hill 320 and would be in a position to roll up the objective area. It might become necessary, however, to request an additional weapon from corps to facilitate rapid securing of the objective area. In this course of action, changes of direction in the main attack are necessary. This course of action, if executed with speed, would provide an excellent opportunity to destroy the enemy along the approaches to and on the division objective. This course provides adequate maneuver room for the main attack and the supporting attack. It makes maximum use of terrain by employing the best avenue of approach to the objective. The optimum combination of nuclear weapons in this course of action is one SRC/1-KT weapon on Hill 406, one MRC/2-KT weapon on Hill 408, and one FFR/5-KT weapon on Hill 282, leaving the largest weapon, the FFR/10-KT, in reserve.

(2) Aggressor reinforcement of his defense. If Aggressor reinforced on Plateau BELLERIVE, the advance of the main attack, the securing of Hill 320, and the destruction of the enemy in zone would be facilitated. The same would be true if he reinforced on Hill 306. If he reinforced on

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Hill 408, however, either the commitment of additional combat power in this area would be required, or the supporting attack would have to be reinforced to advance in the direction Plateau BELLERIVE—Hill 306—Hill 321 to secure Hill 321. If he reinforced in the Hill 282 area, the Hill 326 area, or the objective area, he would slow the main attack; however, terrain does not favor his defense in this area to the extent that it does on Plateau BELLERIVE or Hill 306 areas.

4. COMPARISON OF OWN COURSES OF ACTION²

a. Course of Action 1.

(1) Advantages.

(a) Has east flank of the main attack protected by an obstacle throughout the attack.

(b) Avoids mined areas until it approaches the division objective.

(c) Is a reasonably direct route to the objective.

(2) Disadvantages.

(a) Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.

(b) Maneuver room for the main attack is somewhat restricted.

(c) Main attack must cross an area in which some tree blowdown would occur (vicinity of Hill 351).

(d) Success of the main attack, during its most critical phase, may depend on success of the supporting attack, which is unsupported by nuclear fires. Success is also dependent, to a degree, on the advance of 2d Corps.

(e) Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Aggressor reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.

(f) There is little opportunity to destroy enemy in zone.

(g) Main attack forces can be canalized along the TAKASAN Canal and made vulnerable to nuclear attack.

(h) Nuclear weapons provide only minimum necessary effects.

b. Course of Action 2.

(1) Advantages.

(a) Secures Hill 408 early in the attack.

(b) Affords opportunity to destroy enemy in the Plateau BELLERIVE area.

(c) Allows nuclear weapons to be used with good effects.

(2) Disadvantages.

(a) Crosses four cross compartments, two of which are minor.

(b) Requires two changes in direction for the main attack force.

² An example of a second method of comparing courses of action (discussion of major considerations) is provided immediately following this paragraph.

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(c) Crosses two mine belts—one en route to Hill 408 and one approaching the division objective.

(d) Could seriously delay the main attack and force employment of additional combat power because of Aggressor reinforcement in the Hill 408 area. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.

c. Course of Action 3.

(1) Advantages.

(a) Follows high ground to the objective although initially crossing two minor cross compartments. Insures securing Hill 408 early in the attack.

(b) Avoids obstacle, except for the shallow mine belt in the Hill 408 area.

(c) Affords an excellent opportunity to destroy enemy in zone.

(d) Allows good results to be obtained from nuclear weapons; leaves an FFR/10-KT weapon in reserve.

(2) Disadvantages.

(a) Requires two changes in direction for the main attack force.

(b) Is longest route to the division objective.

(c) Could seriously delay progress of the main attack and force us to employ additional combat power because of Aggressor reinforcement in Hill 408 area. Aggressor reinforcement in the Hill 282, Hill 326, or objective areas could delay the progress of the main attack somewhat and might necessitate employment of additional combat power.

d. Discussion. Course of action 1 takes advantage of the unfordable obstacle to secure the right flank of the main attack. However, maneuver room for the main attack in this course of action is restricted, and the main attack is subject to canalizing and vulnerability to enemy nuclear weapons. There is adequate maneuver room for the main attack in both course of action 2 and course of action 3. Although course of action 3 is longest and most circuitous, it follows high ground to the objective and avoids obstacles to the maximum. If conducted with speed, course of action 3 offers the best opportunity to destroy the enemy in zone. Course of action 2 is next best. Supporting attacks contribute to the success of the main attack in each course of action; however, course of action 1 depends to a significant degree on the success of a supporting attack. When the enemy's ability to reinforce his defense is considered, course of action 3 emerges as superior to course of action 2 because the enemy's reinforcement capability would have least serious effects on this course of action. Course of action 2 is superior to course of action 1 in this regard. From the point of view of the employment of nuclear weapons, course of action 3 is superior because it uses nuclear weapons effectively on Hills 406 and 408 (as does course of action 2) and requires only an FFR/5-KT weapon on call for use on the enemy positions on Hill 282. Course of action 1 is decidedly inferior in this regard.

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e. Conclusion. Course of action 3 is superior to course of action 2; course of action 2 is superior to course of action 1.

(Second method for completing paragraph 4.)

4. COMPARISON OF OWN COURSES OF ACTION

a. The major considerations involved in this comparison are terrain, Aggressor's capability to reinforce his defense, and nuclear weapon employment.

b. Terrain.

(1) Course of action 1.

(a) Advantages.

1. Has east flank of the main attack protected by an obstacle throughout the attack.

2. Avoids mined areas until it approaches the division objective.

3. Is a reasonably direct route to the objective.

(b) Disadvantages.

1. Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.

2. Maneuver room for the main attack is somewhat restricted.

3. Main attack must cross an area in which some tree blowdown would occur (vicinity of Hill 351).

4. Success of main attack depends on securing terrain by supporting attack.

5. Avenue of approach provides little opportunity to destroy enemy; would push him back on his axis.

★(2) Course of action 2.

(a) Advantages.

1. Secures Hill 408 early in the attack.

2. Could trap and destroy enemy on Plateau BELLERIVE because of avenue of approach.

(b) Disadvantages.

1. Crosses four cross compartments, two of which are minor.

2. Crosses two mine belts—one en route to Hill 408 and one approaching the objective.

3. Requires two changes in direction for the main attack force.

(3) Course of action 3.

(a) Advantages.

1. Follows high ground to the objective, although initially crossing two minor cross compartments; insures securing Hill 408 early in the attack.

2. Avoids artificial obstacles, except for the shallow mine belt in the Hill 408 area.

3. Interferes with natural enemy avenue of withdrawal.

4. Affords an excellent opportunity to destroy enemy in zone.

(b) Disadvantages.

1. Requires two changes in direction for the main attack force.

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2. Is longest route to the division objective.

★(4) From an overall terrain point of view, movement is decidedly difficult in course of action 1 and is only slightly less so in course of action 2. The advantage of the TAKASAN Canal as right flank protection in course of action 1 is negated by lack of maneuver room and the dependence on a supporting attack force to secure key terrain for the main attack to advance. These latter disadvantages do not pertain to course of action 2. In course of action 2, the changes in direction of the route to the objective are a disadvantage when it is considered that the configuration of the avenue of approach is such that the enemy would be pushed almost straight back toward the objective and (except for the forces of Plateau BELLERIVE in course of action 2) would be allowed to escape. The avenue of approach in course of action 3 is longer but provides for more ease and rapidity of movement, follows the highest ground, and provides ample maneuver room. Its configuration is such that destruction of the enemy should be achieved. The changes in direction of this avenue of approach are considered a minor disadvantage. From the point of view of terrain, course of action 3 is superior.

c. Aggressor's Capability To Reinforce His Defense.

(1) Course of action 1.

(a) Advantages. None.

(b) Disadvantages.

1. Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Aggressor reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.

2. Main attack forces can be canalized and made vulnerable to nuclear attack.

(2) Course of action 2.

(a) Advantages. None.

(b) Disadvantages. Aggressor reinforcement in the Hill 408 area could seriously delay the main attack and force employment of additional combat power. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.

(3) While the enemy can reinforce in approximately equal strength in each course of action, his reinforcement would have the most serious effects on course of action 1 because he could canalize the main attack force against the TAKASAN Canal and might destroy that force. He could slow the accomplishment of the mission in course of action 2, but probably could not seriously threaten the integrity of the main attack or prevent the accomplishment of our mission. Adequate maneuver room exists in this course of action, and additional combat power would overcome this reinforcement capability although some time might be consumed in doing so. Course of action 3 provides the best terrain for the main attack and is the least favorable for the enemy to exercise his reinforcing capa-

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bility. For this reason, this capability would have the least effect on course of action 3.

d. Employment of Nuclear Weapons.

(1) Course of action 1.

(a) Advantages. None.

(b) Disadvantages. Nuclear weapons provide only minimum necessary effects.

(2) Course of action 2.

★(a) Advantages. Allows nuclear weapons to be used with good effects; leaves an FFR/5-KT weapon in reserve.

(b) Disadvantages. None.

(3) Course of action 3.

(a) Advantages. Allows good results to be obtained from nuclear weapons; leaves an FFR/10-KT weapon in reserve.

(b) Disadvantages. None.

★(4) While good effects are achieved in both courses of action 2 and 3, course of action 3 is superior because it leaves an FFR/10-KT weapon in reserve rather than an FFR/5-KT weapon. Course of action 1 achieves only minimum weapon effects.

e. Conclusion. Course of action 3 is superior to course of action 2; course of action 2 is superior to course of action 1.

★5. DECISION

Division attacks 140430 July with the 1st Bde on west (left) making the main attack in the direction Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320 to secure Hill 320 and with 3d Bde making a supporting attack in the direction Hill 400—Hill 392—Hill 325—Hill 310 to secure Hill 310; denies the area south of TAKASAN Canal to the enemy; and protects the corps east flank. A nuclear preparation consisting of one SRC/1-KT weapon on enemy positions on Hill 406 and one MRC/2-KT weapon on Hill 408 will be fired from H-20 min to H-15 min. 2d Bde and one FFR/5-KT weapon and one FFR/10-KT weapon in reserve. 2d Bde to be committed in either the east or the west. The FFR/5-KT weapon to be ready on-call for firing at enemy positions on Hill 282.

/s/Hay
HAY
MG

Annex A—Situation Overlay (omitted)

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Example C-2. Infantry division Commander's Estimate of a Training Situation

1. The date is 10 November 19___. The 20th Inf Div, located at an overseas station, has just initiated its annual training cycle. The general plan is as follows:

Individual training	(2 months)	1 Nov-31 Dec
Small-unit training	(2 months)	1 Jan-28 Feb
Large-unit training	(2 months)	1 Mar-30 Apr
Maneuvers	(2 months)	May-Jun

2. Individual range firing is scheduled during the period 15 Nov-15 Dec.

3. At 0800 this morning, the G3, 2d Corps, called and informed the G3, 20th Inf Div, that another unit wanted the firing ranges during the period 20 Nov-15 Dec. He further informed the G3, 20th Inf Div, that the next availability for the ranges would be the period 20 Feb-18 Mar. The corps position was that the 20th Inf Div could keep the ranges as scheduled; however, if the division wanted to fire on the later date, corps could make the change. Also, corps needed a definite answer by the end of the day.

4. The initial reaction of the G3, 20th Inf Div, was that he wanted to keep the present schedule because considerable preparations had been made. However, he also knew that the division commander had raised some objection to firing at this time. For this reason, he decided to give the matter some thought before replying to corps.

5. The G3, 20th Inf Div, informed the commander and staff of the problem at the morning staff conference. After considering the problem for a few minutes, the commanding general gave the following planning guidance:

"Gentlemen, I know that it will be difficult to change our plans at this late date; however, I want all of you to look into this problem carefully. Get all the facts for and against this change and brief me at 1600 today. I will make a decision at that time."

6. The staff studied the situation and briefed the commanding general at 1600.

7. As a result of the briefing, the Commanding General, 20th Inf Div, made the following mental estimate of the situation:

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(Comdr's Est of Tng Sit)

1. MISSION

20th Inf Div will conduct annual marksmanship training and range firing. (Not a new mission or an assumed mission, but a continuing mission and part of the normal training period.)

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action.

(1) Characteristics of the area of operations.

(a) Weather.

1. Period 15 Nov-15 Dec. Average temperature is 66°; average precipitation is 1.9 centimeters; average wind is 10-15 knots. Generally good conditions for range firing.

2. Period 20 Feb-18 Mar. Average temperature is 35°; average precipitation is 25-38 inches of snow; average wind is 12-20 knots. Generally adverse conditions for range firing.

(b) Terrain. No significant difference except possibly restricted observation, particularly at the longer ranges, during the Feb-Mar period.

(2) Own situation.

(From G1)—(a) A significantly larger than normal turnover of personnel will take place in Dec because of a recently received DA policy statement that all personnel to be rotated in Dec and Jan will arrive in CONUS by 20 Dec. Additionally, anticipated replacements for Dec will not depart CONUS until after 1 Jan. This policy will influence about 15 percent of the command.

(From G2)—(b) The military intelligence battalion is conducting a school for all unit intelligence sergeants at each division on a scheduled basis. This school is scheduled for the 20th Inf Div during the period 20-28 Feb.

(From G3)—(c) The training program is established in proper progression as outlined in the ATP. The Feb firing date will alter the proper progression and require the division to alter its training as follows:

Individual training	1 Nov-30 Nov	(1 month)
Small-unit training	1 Dec-31 Jan	(2 months)
Large-unit training	1 Feb-19 Feb	(3 weeks)
Range firing	20 Feb-18 Mar	(1 month)
Large-unit training	19 Mar-30 Apr	(5 weeks)
Maneuvers	1 May-30 Jun	(2 months)

The range firing will break into the large-unit training schedule and will require a rescheduling of the training areas for both small-unit and large-unit training as concurrently established. The only small-unit training area we can get in Dec is not nearly so good as the one we now have scheduled.

In addition, some of the corps and army supporting units will not be available to join the division for combined training during the Feb period of large-unit training.

(From G4)—(d) All class V for the range firing is on hand. Corps G4

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notified the division that in case the firing is postponed, the ammunition must be returned and would be reissued in mid-Feb.

(Note that paragraph 2a has only two subparagraphs. "Enemy situation" and "Relative combat power" have been omitted because they obviously do not apply.)

b. Difficulties or Difficulty Patterns. None. (In this case, paragraph 2b does not apply and can be completely omitted. The paragraph title is included primarily to point out the paragraph title that is normally used for an estimate when the "Enemy capabilities" paragraph does not apply.)

c. Possible Courses of Action.

(1) Conduct range firing during the period 15 Nov-15 Dec.

(2) Conduct range firing during the period 20 Feb-18 Mar.

(In this situation, the courses of action were not selected, but corps gave them to the division. In this case, the two courses of action are essentially the alternatives that the division can adopt.)

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. NA. (Because there are no "Enemy capabilities" or "Difficulties," this subparagraph does not apply. The following analysis is simply the analysis of the pertinent aspects of each course of action. In this analysis, the commander considers the facts presented in paragraph 2a and mentally considers their relative significance in light of his judgment.)

b. Course of Action 1. Course of action 1 has the significant advantage of following an established and approved plan. The times, ranges, and training areas are established and confirmed. Considerable additional staff work would be required to readjust the existing plan. Another significant advantage of this course of action is the favorable weather conditions.

Course of action 1 has the major disadvantage of firing just prior to a significant turnover of personnel and prior to receipt of replacements, thereby nullifying the purpose of the training to some degree.

Course of action 1 also has the advantage of a logical progression of training.

c. Course of Action 2. Course of action 2 has a significant disadvantage of requiring considerable additional staff work to adjust the firing plans; training areas; class V; and projected schools, particularly the intelligence school, which is considered of great importance.

Course of action 2 has another disadvantage of disrupting the logical progression of training.

Course of action 2 has a possible disadvantage of unfavorable weather conditions. However, considering the alert status of the unit, the possibility of combat action is as great during unfavorable weather as during favorable weather. Therefore, range firing during unfavorable weather may actually be an advantage because it would test the division under the worst possible conditions. This could be an extremely important factor.

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Course of action 2 has a significant advantage of firing after the abnormal turnover of personnel and the replacements are received.

4. COMPARISON OF COURSES OF ACTION

a. <i>Advantages</i>		<i>Disadvantages</i>
Course of action 1	(1) Implements established plans.	(1) Abnormal personnel loss just after firing completed.
	(2) Maintains logical training progression.	(2) Does not test units under adverse weather conditions.
	(3) Tests units under best weather conditions.	

Course of action 2	(1) Firing accomplished after receipt of replacement.	(1) Requires considerable readjustment of established plans.
	(2) Tests units under adverse weather conditions.	(2) Logical training progression disrupted, to include the programmed intelligence school.
		(3) Some second-best training areas may be assigned.

b. Discussion. (Omitted.)

c. Conclusion. (Omitted.)

5. DECISION (Omitted.)

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The discussion and conclusion in paragraphs 4b and c as well as the decision in paragraph 5 are omitted because obviously the decision is pure judgment on the part of the estimator. This judgment relates directly to the *significance* that each estimator places on the advantages and disadvantages of each course of action. One estimator may determine that, in his judgment, the most significant aspects are the advantages of an approved plan, the best possible training areas, favorable weather, and the fact that it is now too late to change. In this case, he may choose course of action 1. Another estimator may consider the most significant fact to be that the change would allow for firing by more personnel who would be with the division during subsequent training periods. He may also consider the fact that he could test the division under adverse weather conditions, reasoning that if a unit can fire under adverse conditions, it can do even better under favorable weather conditions. In this case, he may choose course of action 2.

8. The above example represents a thought process that the commander

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would undoubtedly accomplish as the staff briefs him. He probably would announce his decision following the final briefing. The above estimate may also be accomplished through use of the staff study format. The estimate format and the staff study format are essentially the same and have the same purpose—problem solving. The primary purpose of this example is to point out the inherent flexibility of the estimate format because it can be used as a problem-solving tool for both tactical and nontactical problems.

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Example C-3. Field Army Commander's Estimate of the Situation

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30th Army
 KILO (NF3275), WESTLAND
 230830Z June 19__

COMMANDER'S ESTIMATE OF THE SITUATION

★Reference: Map, Series M319, WESTLAND, Sheets (BRAVO and INDIA),

Edition 2, 1:500,000.

★1. MISSION

30th Army attacks 20 July, secures an area sufficient to support future operations to the north, and prepares to conduct subsequent offensive operations in the direction of OSCAR.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action.

(1) Characteristics of the area of operations. Analysis of the Area of Operations Number 2.

(2) Enemy situation. Intelligence Estimate Number 3.

(3) Own situation.

(a) Dispositions. Annex A, Situation Overlay.

(b) Composition. Troop list.

(c) Strength. There are no critical shortages of personnel.

(d) Training, morale, and combat efficiency. U.S. divisions are well trained. Morale is excellent. All units are estimated to be 85-percent combat effective.

(e) Combat service support. Logistic Estimate Number 3.

★(4) Relative combat power. At present, the estimate is that there is sufficient combat power in terms of troops, nuclear weapons, and air power for 30th Army to assume the offensive. We have a 9:7 superiority in opposing divisions, assuming that the enemy does not reinforce; a 3 to 4:1 superiority in nuclear weapons, assuming that the enemy does not increase his current operational capability; and air superiority.

b. Enemy Capabilities. (Intelligence Estimate Number 3.)

(1) To attack with forces presently committed.

(2) To defend in present position.

(3) To delay in successive positions to the RUFF Mountains.

(4) To avoid engagement by withdrawal to the RED River.

(5) To reinforce his attack, initial defense, or delaying action with forces from the RUFF Mountains or from north of the RED River.

(6) To conduct an amphibious envelopment of our present positions.

(7) To employ nuclear, biological and chemical weapons, tactical air support, and guerrillas in support of any of the above.

c. Own Courses of Action. (Subsequent offensive operations in the direction of OSCAR will be the subject of a separate estimate.)

(1) Course of action 1. Attack to secure the BLUE River line and Hill 2403 (MG4050).

(2) Course of action 2. Attack to secure the RUFF Mountains.

(3) Course of action 3. Attack to secure the RED River line.

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★3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. Aggressor's amphibious, infiltration, nuclear, chemical, and air capabilities do not materially influence our choice of a course of action.

(1) An amphibious envelopment by an enemy mechanized regiment will not materially influence the accomplishment of any of the courses of action because of the limited forces and assault craft available to Aggressor and our preponderance of nuclear weapons and air superiority.

(2) The enemy capability to infiltrate combat troops and to employ guerrilla and bypassed forces will influence all courses of action to a degree commensurate with the length of our lines of communications and the size of our area of responsibility. As operations approach the RED River, infiltration, guerrilla operations, and operations of bypassed forces will more effectively hinder our operation, possibly to the extent of causing the diversion of friendly combat troops to rear area security missions.

(3) Current effective enemy air operations, combined with nuclear capability, can be expected to deter concentration of friendly troops and supplies and to prohibit the daylight movement of large numbers of vehicles.

(4) Enemy employment of nuclear weapons in excess of past experience and estimated present availability will materially assist his current operational capabilities. Judicious enemy use of from 45 to 60 nuclear weapons will impede, but not prevent, accomplishment of any of our courses of action.

(5) If the enemy employs chemical munitions, which is unlikely at present, their most effective assistance to his tactical operations would be in the defense of, or delay to, the RUFF Mountains or RED River.

b. Attack to secure the BLUE River line and Hill 2403.

(1) The enemy lacks sufficient forces to launch a major offensive against our positions unless substantially reinforced by forces from the RUFF Mountains or north of the RED River. If the enemy attacks our positions with forces and nuclear weapons presently committed, he may achieve limited success; however, our preponderance of nuclear weapons and air superiority would cause rapid attrition of his exposed forces. Such action would materially assist in the accomplishment of this course of action and in facilitating future offensive operations. If the enemy exercises any one of his attack capabilities, which is not likely because of personnel and equipment casualties and the poor quality of replacements, the most critical to our overall mission is an attack in the direction ZULU (MG6010)—ALFA (MF0020) and the securing of our best port (ALFA) and adjacent beaches.

(2) Present enemy defensive positions are elaborate and well constructed; accordingly, defense of his present battle area can be expected to be relatively strong. Committed enemy forces for this defense, though organized in depth, are spread thinly. For this reason, our coordinated and effective use of available troops and nuclear weapons will permit rupture

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of his defensive position at selected and critical points; thus, defense of his present position without reinforcement will not materially influence our mission. Significant in implementation of this capability is the availability of one and possibly two tank divisions for counterattack.

(3) Delay in successive positions will assist our operations by requiring less initial expenditure of combat power, including both combat forces and nuclear weapons. There are few good delaying positions short of the RUFF Mountains. Also, once the enemy leaves his present defensive position, he becomes more exposed to our air and nuclear weapon attack.

(4) If the enemy avoids engagement of his major forces by withdrawal, it would provide for the maximum success of this course of action.

(5) If the enemy reinforces his attack capability with forces from the RUFF Mountains, which is not likely because of training and rehabilitation activities of these forces, he will increase his initial success. Such an attack will afford him ground force superiority; however, our superiority in airpower and nuclear weapons should negate this advantage appreciably, thus enhancing the accomplishment of this course of action. On the other hand, if the enemy reinforces with the 16th Tk Army (north of the RED River) or elements of the unidentified combined arms army (west of OSCAR) supported by appropriate nuclear weapons, it is doubtful that this course of action can be accomplished. Adoption of this course of action therefore, must be contingent on the use of all available means (firepower and tactical cover and deception) to insure that these forces are not committed.

c. Attack to secure the RUFF Mountains.

(1) For analysis of the enemy attack capability, see b(1) above.

(2) For analysis of the enemy initial defense capability, see b(2) above.

(3) Delay in successive positions to the RUFF Mountains will have the same general effect as in b(3) above; however, subsequent and determined defense of the RUFF Mountains may cause some delay in the accomplishment of this course of action because of the excellent defensive characteristics of the area. Enemy troops, well placed to defend the passes in the central area, will be difficult to dislodge. Operations in the eastward extension of the RUFF Mountains offer good opportunities for success. In any case, a tenacious defense of the RUFF Mountains can be expected because this range is the last major defensive position south of the RED River.

(4) If the enemy avoids engagement of his major forces by a withdrawal to the RUFF Mountains, the same general effect on our mission as in (3) above applies, assuming that a defense of the RUFF Mountains will follow the withdrawal. A withdrawal to the RED River would insure the success of this course of action.

(5) Reinforcement of an enemy attack or initial defense capability will have the same general effect as that in b(5) above. It is logical to assume that the RUFF Mountains defense will be reinforced because the

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Aggressor 48th Comb Arms Army is engaged in strengthening these defenses. Reinforcement by troops north of the RED River, in conjunction with the delay or withdrawal capability prior to securing the RUFF mountains, can prevent accomplishment of this course of action. Therefore, any significant enemy reinforcement sufficient to prevent accomplishment of this course of action must be accompanied by a decided increase in the employment of nuclear weapons over those actually expended recently.

d. Attack to secure the RED River line.

(1) For analysis of the enemy attack capability, see b(1) above.

(2) For analysis of the enemy defense of present positions, see b(2) above.

(3) Delay in successive positions to the RED River position will assist our offensive by requiring less expenditure of combat power. The one major delaying position south of the RED River is the RUFF Mountains. The most effective delay can be expected from this position. This course of action does not require an assault of the RED River.

(4) A withdrawal to positions north of the RED River will insure accomplishment of this course of action.

(5) Enemy reinforcement of an attack or initial defense capability will have the same general results as in b(5) above. Reinforcement of the delay or withdrawal capability, with particular emphasis to delay on the RUFF Mountains, will have the same general results as those in c(5) above.

★4. COMPARISON OF OWN COURSES OF ACTION

a. Attack to secure the BLUE River line and Hill 2403.

(1) Advantages. Our present defensive positions are well prepared and dispersed and furnish excellent protection from the effects of enemy nuclear weapons. Our lines of communications will remain relatively short and will require no undue commitment of combat forces to rear area security. Sufficient depth is gained in the western portion of the sector to reduce the current threat to our lines of communications, to provide for better dispersion of troops and installations in the vicinity of ALFA, and to provide the minimum area required for future tactical and combat service support buildup. Securing of the BLUE River line places a fairly good water obstacle forward of the western half of our sector and anchors our west (left) flank in the foothills of the KATZKILL Hills, an excellent terrain obstacle.

(2) Disadvantages. Though additional depth is gained in the western portion of the sector, our lines of communications remain vulnerable to a successful determined enemy attack. Assuming the defensive at this time passes the initiative to the enemy before any major tactical success has been achieved. Because this course of action visualizes an attack in only half our sector, it affords the enemy an opportunity to concentrate his forces and local reserves against our attack and to defeat it in detail.

b. Attack to secure the RUFF Mountains.

(1) Advantages. This course of action secures the initiative and takes

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advantage of surprise. If successful, it will evict the enemy from his present defensive positions and impose casualties by nuclear weapon attack. Securing the RUFF Mountains will give us excellent defensive positions and facilitate accomplishment of our mission. Positions in the RUFF Mountains will provide added depth to our defense, which is highly desirable.

(2) Disadvantages. This course of action requires the attack of markedly higher terrain, which favors the defender. Even though the RUFF Mountains are secured, the enemy will retain a bridgehead south of the RED River, which will facilitate any future attacks by him. Conditions for a future offensive into AGGLAND will not be the most desirable because we must secure and clear the area south of the RED River prior to conducting any major operations toward the north. Occupation of the RUFF Mountains position exposes our west flank to possible enemy attack down the BLUE River valley should the 1st (Allied) Army be unable to maintain contact with us.

c. Attack to secure the RED River line.

(1) Advantages. This course of action has all the advantages of course of action 2 plus securing the area south of the RED River as a prelude to future operations to the north. We will gain equal control with the enemy of the RED River crossing sites. Securing the RED River line provides the greatest depth for countering any future enemy offensive operation.

(2) Disadvantages. The west flank becomes more exposed to enemy action through the south RED River valley. Our lines of communications are the most extended and vulnerable in this course of action.

d. Conclusion. Course of action 3 (attack to secure the RED River line) is the best course of action, followed closely by course of action 2. Course of action 1 is the least desirable. Adoption of either of these courses of action will require use of long range artillery, air support, and tactical cover and deception to insure that reinforcing forces north of the RED River are not committed.

★5. DECISION

30th Army attacks 20 July, secures the RED River line, and prepares to conduct subsequent offensive operations in the direction of OSCAR.

/s/Sams
SAMS
GEN

Annex A—Situation Overlay (omitted)
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Example C-4. Area Advisor's Estimate of a Stability Operation Situation

The following estimate provides a *typical example* of how the estimate format might be used by an area advisor (state, province, or district) in a stability operation situation. The facts are not all inclusive but only sufficient to provide a basis for an example of the estimate used in a stability operation situation. Also emphasized is the fact that while this estimate is portrayed in written form, it represents a *systematic thought process*.

1. MISSION

To clear and secure this area of insurgents by relocating all civilians into secured hamlets or hamlet complexes, assisting in preparation of hamlet defense plans, providing hamlet security, organizing and training hamlet militia, protecting the population from attacks, and initiating offensive operations to reestablish government control.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action.

(1) Characteristics of the area of operations. (See map (sketch), fig. C-5.)

(a) Weather—generally two seasons: dry season from October to May and rainy season from May to October.

(b) Two-thirds of area is dense jungle and is sparsely inhabited by farmers. Numerous foot and elephant trails are interspersed throughout the jungle area. Foot traffic is extremely difficult off trails. The western one-third is composed of some jungle, rubber plantations, and cultivated areas. Trafficability throughout the western area is generally good for foot and vehicular traffic, except during the wet season when all vehicular traffic is generally restricted to roads. Ninety percent of the population and most of the hamlets, to include the seat of government, are located in the western zone.

(2) Enemy situation.

(a) Guerrilla forces are composed of three types:

1. Auxiliary (village and hamlet).
2. Regional (provincial).
3. Regular (hard core).

(b) Auxiliary guerrilla units (10- to 30-man units) are organized and operating in the following areas:

1. One unit in general vicinity of hamlets 1, 2, and 3 (3254).
2. One unit composed of residents of hamlets in Hamlet Complex A (3253). This unit's primary activity is informing on government activity.
3. One unit in the general vicinity of hamlets 5 through 8 (3253).
4. One unit in the general vicinity of Hamlet Complex D (3352).
5. One unit composed almost entirely of inhabitants of hamlet 9 (3252).
6. Two units in the general vicinity of Hamlet Complex B (3251)—one in the western section and one to the south.

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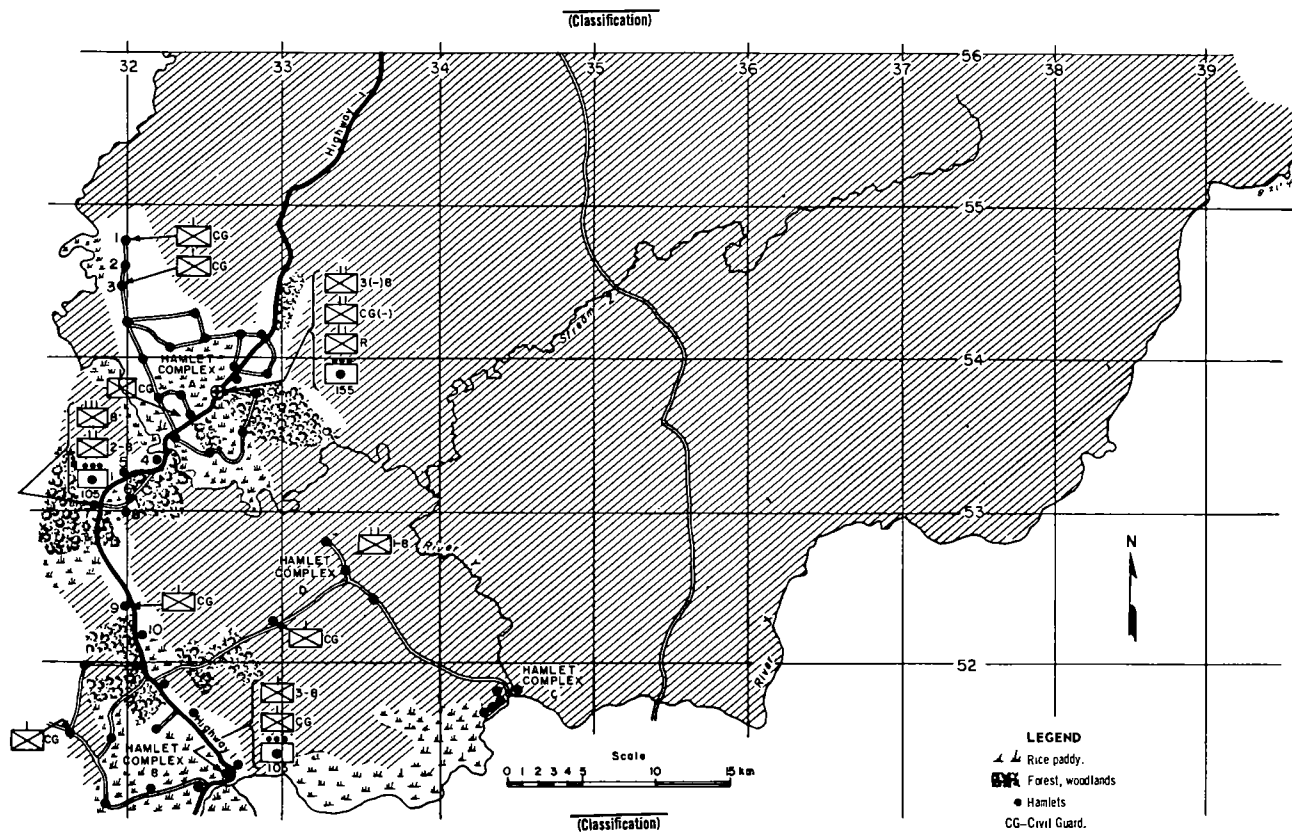


Figure C-5. Map (sketch), advisor's estimate of stability operation situation.

(c) A regional provincial company operates throughout the area. At present, it is believed to be based just east of the junction of River Y and Stream Z (3453).

(d) The 300th Bn, a regular insurgent unit, frequently operates in this and adjacent areas. It is frequently reported to be in the area north of hamlet 1 (3254) and in the area south of Hamlet Complex D (3352). After a successful operation, the battalion frequently disperses and then reconstitutes deep in the jungle area along Stream Z.

(e) The insurgents have rest and training camps as well as temporary supply bases in the jungle area east of gridline 35.

(f) In the past 2 months, the insurgents have ambushed two convoys: one on the road to Hamlet Complex D (3352) and the other on Highway 1 in the vicinity of 3355. Insurgents have made eight attacks on hamlets, ranging in force size from approximately one company to a reinforced battalion attack on one hamlet in Hamlet Complex B. In the latter attack, the hamlet was completely overrun.

(g) Except for Highway 1 from area headquarters at 3253 to hamlet 7 (3153), military escort is essential for all military traffic. Ci-

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vilian traffic is continually stopped and subjected to insurgent toll tax for use of this road.

(h) Rubber plantations are subjected to uniform monthly tax rates, but are otherwise allowed to operate.

(i) Insurgents have informers in all hamlets except in Hamlet Complex C.

(j) Insurgent peculiarities and vulnerabilities:

1. The insurgents depend largely on Hamlet Complexes A and B for recruits, food, and medical supplies.

2. The insurgents are vulnerable to friendly air and artillery.

3. The insurgents generally have fixed supply caches and base areas which, if located and destroyed, will decrease insurgent operational effectiveness.

(3) Own situation.

(a) Our own forces are composed of three types:

1. Regulars (professional).

2. National Guard (provincial).

3. Hamlet militia.

(b) About one-half of the hamlets have trained and armed militia. Arms consist of carbines or shotguns. Day-to-day training of this militia is poor to nonexistent. Hamlet Complex C has an extremely well-trained militia. The militia also has machineguns and mortars and, within the past year, has defeated four vigorous attacks by insurgents without outside assistance, except for the air support provided.

(c) The province has a provincial force of one trained National Guard battalion. The battalion has seven understrength 100-man companies, reasonably well trained and well equipped. Their locations are shown on the map. They provide hamlet security and are available for very limited offensive operations.

(d) The 8th (Natl) Army Sep Regt and one Ranger Bn are located in the area. (See map.) Capabilities are as follows:

1. 1st Bn, 8th Inf: provides security for Hamlet Complex D. Not available for offensive operations.

2. 2d Bn, 8th Inf: provides security for hamlets 4 through 8; secures Highway 1 from hamlets 7 through 10 for all military traffic. The battalion (minus one company) can be used for offensive operations for periods up to 1 week. During this period, no military traffic can use highway 1.

3. 3d Bn, 8th Inf: one company provides security for 105-mm howitzer section in Hamlet Complex B. Available only for local operations. The battalion (minus) provides security for Hamlet Complex A, including the provincial capital. Not available for offensive operations.

4. Ranger Bn: assists in security of Hamlet Complex A. Is available for long-range patrols, extended operations, reaction operations, or other offensive operations.

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5. One 155-mm artillery section at the provincial capital, one 105-mm artillery section at hamlet 7, and one section in Hamlet Complex B.

6. All National Army units are at approximately 70-percent strength, except the Ranger Bn, which is at approximately 80-percent strength.

7. One naval unit (three armed gunboats) patrols River X from Hamlet Complex C.

(4) Relative combat power.

(a) Government forces have about a 6:1 ratio advantage in personnel strength.

(b) Government forces have a significant advantage in fire support, which ranges from mortars to air support. Insurgents have a limited 60-mm and 81-mm mortar capability.

(c) Government forces have a significant advantage in vehicular mobility and airmobility. Insurgents have an advantage in foot mobility mainly because they travel lighter than the government forces.

(d) The insurgents have a significant advantage in their ability to concentrate at any given point, while a large part of the government force is tied to local security mission.

(e) Any course of action to improve the present situation must consider releasing additional forces for extended offensive operations. Countering the insurgents' capability is necessary to concentrate and to use the significant advantages that the government force has in personnel strength, fire support, and mobility.

b. Insurgent Capabilities.

(1) Ambush military convoys at any point in the province.

(2) Ambush military units up to battalion strength at any point.

(3) Attack any hamlet with units up to reinforced battalion size.

(4) Harass any hamlet or military unit with sniper fire, mines, or mortar fire.

(5) Conduct propaganda lectures, collect taxes, and abduct civilians in any area or hamlet.

c. Courses of Action.

(1) Concentrate military power in Hamlet Complex A, clear the area of insurgents, establish area security, and gradually enlarge the secure area until the entire area is under government control. Provide the largest possible tactical force to operate against the insurgent regular and regional forces outside the secured area.

(2) Concentrate military power in Hamlet Complexes A and B, clear each area of insurgents, establish area security in each area, and gradually enlarge each area until they join and the entire area eventually is secure. Provide tactical forces for a reaction force.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. Selection of Enemy Capabilities. Each of the insurgent capabilities will have a different and unequal effect on each of our courses of action.

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All should be retained for analysis. Each enemy capability also represents part of a total capability and, thus, can be combined into one overall capability that will represent a maximum capability for use in the analysis. This combined capability can be stated as follows: "The insurgent capability is to deliver antigovernment propaganda, harass, collect taxes, recruit, ambush, and attack civilians, hamlets, and government forces with units up to a reinforced battalion, at any point along Highway 1 selected by the insurgents." This maximum combined capability will be used in analyzing our selected courses of action.

b. Insurgent Capability Versus Course of Action 1.

(1) This course of action requires a major readjustment of forces. All government forces except the hamlet militia and the Ranger Bn would be closed in on Hamlet Complex A. This would provide sufficient forces to isolate this area from insurgent activity. Complete military control would be gained over all hamlets within the complex. Traffic in and out of the area would be controlled, and security to all would be provided. Insurgents could be detected and eliminated. Militia could be trained and defenses could be prepared with minimum insurgent interference. As the area becomes organized and as sufficient local forces are trained for stability operations, military forces would be available to extend the area of control gradually. Troops could expand and control the outer limits of the secure area while a well-trained and well-armed militia controls the interior. The zone of expansion would be generally south, along Highway 1, until the southern boundary of the area was secure. It is visualized that expansion east and west of this route could, at the same time, reach a general area at the west boundary and on the east to the River Y and Stream Z area. From this expanded area, operations could be launched against the insurgent bases in the jungles to the east.

(2) The major advantages of this course of action follow:

(a) Sufficient military force would be available to secure initially the largest and most important hamlet complex.

(b) Expansion would be accomplished only when the hamlets would be able to defend themselves.

(c) Insurgents could be filtered out of the secure area.

(d) Continuing security would tend to gain the complete support of the people within the secured area.

(e) Sufficient forces would be available to support continuing offensive operations against the insurgents.

(3) The major disadvantages of this course of action follow:

(a) All hamlets outside Hamlet Complex A, now under the protection of government forces, would be temporarily abandoned to the insurgents until the security expansion reached their area. Many of these people would probably move to the secure area, causing overcrowded conditions in this area.

(b) Hamlet Complex C would be farther removed from possible government assistance and its possibility of being overrun would be mate-

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rially increased; in particular, the gunboat patrol currently operating from Complex C would be inoperable.

(c) Military movement on Highway 1 south would require 2 days' or more advance notice to secure the road for supply traffic. Air supply would be required to the maximum.

(d) The psychological impact on the civilians from the abandoned hamlets would be extremely difficult to overcome in the future.

(e) The tax, the collection of food, and the propaganda effort of the insurgents would be greatly enhanced; and government forces would have little or no capability to resist this pressure outside the secure area.

c. Insurgent Capability Versus Course of Action 2.

(1) Course of action 2 visualizes a change in troop dispositions similar to that in course of action 1, but eliminates some of the disadvantages of course of action 1 by maintaining two security areas that include the two largest Hamlet Complexes, A and B. This course of action will not support as many offensive operations as course of action 1. In this course of action, Hamlet Complexes C and D as well as hamlets 1 through 10 will be abandoned. In this course of action, the 8th Inf Regt with its 1st and 2d Bn would be relocated to Hamlet Complex B, with the task of defending this area. It is anticipated that this regiment could maintain security with one battalion and have one battalion available for offensive operations. The 105-mm section would remain in its present location, enabling the two provincial companies and Co A, 3d Bn, 8th Inf Regt, to relocate to Hamlet Complex A.

(2) The provincial company at Hamlet Complex D and the three companies at hamlets 1, 3, and 9 would be relocated to Hamlet Complex A. Hamlet Complex A could be extended to include hamlet 4, and one provincial company would be located there. This action is essential to secure the important bridge over River Y. The 105-mm section at hamlet 7 would be relocated into Hamlet Complex A, and this action would provide either a 105-mm section or a 155-mm section as available artillery to support reaction operations. This relocation would allow the Provincial Bn to operate as an integral battalion unit to provide security to Hamlet Complex A, leaving the entire 3d Bn, 8th Inf Regt, and the Ranger Bn available for offensive operations.

(3) It is visualized that this course of action would encompass sufficient area, both Hamlet Complexes A and B, so that the civilians in the abandoned areas would be encouraged to move into these two complexes. The government could construct and establish sufficient additional hamlets to house all civilians desiring to move into the secure areas.

(4) An appropriate consideration would be that the initial extension of the hamlet complexes would be south along Highway 1 from Hamlet Complex A and north along the same highway from Hamlet Complex B. Therefore, the abandoned hamlets 5 through 10 would be recovered at the earliest time, possibly within 1 year. The recovery of hamlets 1 through 3 and Hamlet Complex D would be at some future time.

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(5) The major advantages of this course of action follow:

(a) Fewer hamlets and less civilians would be abandoned or relocated. Sufficient secure area would exist to relocate all civilians who wish to move.

(b) Government forces would be closer and better able to assist Hamlet Complex C in its own security. The three gunboats presently at Hamlet Complex C would be maintained to patrol River X to Hamlet Complex C.

(c) Military security of Highway 1 would be easier to maintain and could probably be accomplished when required.

(d) The economic situation of the province would be improved because of the large rice-growing area in Hamlet Complex B.

(e) Tax collection and insurgent propaganda would be reduced and eliminated in the two secure areas.

(6) The major disadvantages of this course of action follow:

(a) Thirteen hamlets would have to be abandoned temporarily.

(b) The adverse psychological impact on relocated civilians would be difficult to overcome.

(c) The relocation would provide the insurgents with excellent propaganda material.

(d) Fewer battalions would be available for reaction operations.

4. COMPARISON OF COURSES OF ACTION

a. General. In this comparison of courses of action 1 and 2, the major considerations method will be used, and the following major considerations have been selected:

(1) Number of battalions available for offensive operations.

(2) Number of battalions available for defensive operations.

(3) Effect of loss of secured areas on insurgents.

(4) Hamlets abandoned.

(5) Hamlets secured initially.

(6) MSR, Highway 1, security.

(7) Capability to assist Hamlet Complex C.

(8) Civilian morale.

(9) Insurgent propaganda capabilities.

(10) Insurgent offensive capabilities.

(11) Areas to be defended; i.e., perimeter distances.

(12) Food production.

b. Comparison. (Fig. C-6.)

c. Discussion.

(1) The primary purpose of any change is to increase the capability of the government to secure the population and to neutralize the insurgents. Therefore, the most significant advantage is the increased friendly capability in terms of battalions available for reaction operations. A second significant advantage is the provision of increased security for those hamlets designated as secure. In these two aspects, course of

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Major considerations	Bns available for reaction operations	Hamlets abandoned	Hamlets secured (initially)	MSR security (Highway 1)	Capability to assist Hamlet Complex C	Civilian morale	Bns available for defensive operations	Area to be defended	Food production
Course of action 1	3 additional bn available	Approximately 25	Approximately 25	Less secure--more time required to secure road for military traffic. Greater reliance on air supply.	Less capability than at present.	Increase in the secured areas of about 1/4 of present hamlets. Decrease in the abandoned area or about 1/8 the present. Limited capability to relocate people in abandoned hamlets.	4 bn available at Hamlet Complex A. Plus Ranger Bn if not on reaction operations.	Less hamlets to be defended; hence, less area to be defended. More combat power can be applied to the hamlets being defended.	Less area secured with a less in secured rice-growing area and a loss in food production for the national government.
Course of action 2	2 additional bn available	Approximately 13	Approximately 37	Less than at present, but considerably better than in course of action 1. Less reliance on air supply.	Same Capability as at present.	Increase in 2/3 of hamlets and decrease in about 1/3 of hamlets. A majority of people in abandoned hamlets could be relocated to secure areas.	2 bn available at Hamlet Complex B and 1 bn at Hamlet Complex A. Plus Ranger Bn and other bn not on reaction operations.	More hamlets to be defended; hence, a greater area to be defended with a reduction in the massing of combat power.	More rice-growing area secured. More food should be produced and delivered to friendly natives.
Subconclusion	Course of action 1 over 2	Course of action 2 over 1	Course of action 2 over 1	Course of action 2 over 1	Course of action 2 over 1	Course of action 2 over 1	Course of action 1 over 2	Course of action 1 over 2	Course of action 2 over 1

Figure C-6. Major considerations, method of comparison, advisor's estimate.

action 1 is superior to course of action 2, and both are an improvement over the present situation.

(2) Because a major portion of the mission is rallying the people to support the government, each course of action has several significant disadvantages. Each requires abandonment of several existing hamlets, but course of action 2 with only 13 losses is significantly better than course of action 1. In respect to defended hamlets, course of action 2 is also superior because it defends 37 hamlets. In addition, each course of action provides better security for the selected hamlets than is presently the case.

(3) Course of action 2 denies more food production to the insurgents since Hamlet Complex B is maintained as a large food producing area.

(4) Each course of action provides less continuing MSR security than at present, but course of action 2 maintains security over approximately one-half more of the MSR than does course of action 1 and is, therefore, significantly better.

(5) Course of action 2 maintains the same capability to assist Hamlet Complex C as the present situation; whereas, in course of action 1, the significant disadvantage is the loss of gunboat contact with Hamlet Complex C. In this respect, course of action 2 is better than course of action 1.

(6) Both courses of action 1 and 2, through the abandonment of existing hamlets, provide significant propaganda material for the insurg-

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gents; and it is an obvious and significant disadvantage. However, in course of action 2, this disadvantage could be offset to some extent by relocating, on a voluntary basis, many of the people in the secure areas. In course of action 1, the number of people involved would make complete relocation impracticable; therefore, course of action 2 is favored.

(7) Both courses of action 1 and 2 would obviously be detrimental to the morale of the people in the abandoned hamlets. However, each would also tend to improve morale in the secure areas because of the greater security provided. In this respect, course of action 2 would tend to decrease the morale of less numbers and increase the morale of more people than would course of action 1; therefore, course of action 2 is favored.

d. Selection. Considering both the significant advantages of increasing offensive operations and maintaining maximum security and the significant disadvantages of lowering civilian morale and improving insurgent propaganda means, course of action 2 is considered superior to course of action 1.

5. DECISION

Representation to the local government official (counterpart) will be made to advise him to abandon hamlets 1 through 3 and 5 through 10 and Hamlet Complex D, to consolidate all military strength in Hamlet Complexes A and B, to intensify the security in these two areas, and to increase the scope and intensity of offensive operations to permit expansion of the area of security.

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Example C-5. Intelligence Estimate of a Stability Operation Situation

The following estimate provides a *typical example* of how the intelligence estimate format might be used by an area advisor (state, province, or district) in a stability operation situation. The facts are not all inclusive but only sufficient to provide a basis for an example of the intelligence estimate used in a stability operation situation. It is also emphasized that while this intelligence estimate is portrayed in written form it represents a *systematic thought process*.

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References: Sketch map (fig. C-5).

1. MISSION

Clear this area of insurgents and reestablish government control.

2. THE AREA OF OPERATIONS

a. Geography.

(1) Existing situation.

(a) Climate. From October through mid-May, this area is under the influence of the dry northeast monsoon. As the northeast monsoon wanes in the latter part of May, low-level winds become more southeasterly. The general flow of air is then variable and poorly defined. Good weather can be expected during most of the period from October to May, with good ceilings and visibilities except for early morning fog, which usually dissipates by 0800 hours. From May to October, this area has increased cloudiness, with winds variable in direction and with the predominant flow from northeasterly to southeasterly. During this period, there is frequent thunderstorm activity, with wind gusts to 25 or 30 knots. Also, the precipitation is produced by two or three afternoon rain showers, which reduce visibility and make the jungle trails extremely slippery and hazardous to foot traffic. During the dry season from October through mid-May, the monthly mean maximum temperatures are in the mid-90's and the mean minimum temperatures are in the mid-70's. Record monthly minimum temperatures are in the mid-50's. During the wet season from May to October, the monthly mean maximum temperatures are in the high 80's and the mean minimum temperatures are in the low 70's. Record monthly minimum temperatures are in the mid-50's. Visibility is generally from 10 to 20 kilometers over the area except during periods of fog when it drops to from 1 to 5 kilometers. Showers and thunderstorms restrict visibility at any one location for short periods; however, visibility of less than 2 kilometers is rare.

(b) Topography. This area can best be characterized as a transition zone, with relief ranging from flat delta land to gently rolling plains with moderate slopes. Elevations range from sea level to 600 meters above sea level, with some peaks reaching more than 800 meters. Rivers in the area are generally wide and slow moving and drain in a southerly direction. The flat delta terrain is subject to inundation during the wet season from May to October. The delta land is intensely cultivated with wetland rice and similar water-tolerant crops. These crops are grown in depths of 0.30 meter or less of water, maintained by dikes during the dry season. In the area also are extensive rubber plantations. The mature stands

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develop a continuous canopy. In active plantations, the ground is kept clear; where the plantations have been abandoned, undergrowth has developed. Generally, the trees are planted at 6-meter intervals in a square pattern. In the secure portion of the area, considerable dryland cultivation is practiced. About 60 percent of the area has extensive broad-leaved evergreen forests, which form a continuous single and double-canopy jungle. Some grassland areas exist in these same areas, with growths up to 1.82 meters in height. Along the course of River Y are mangrove swamps. The swamps have broad-leaved evergreens, and the course of the river is repeatedly inundated during the wet season.

(2) Effect on insurgent courses of action.

(a) In the areas of heavy vegetation, the lack of elevated areas restricts ground observation over the top of the vegetation. Fields of fire are good in the cultivated areas. In the forest and jungle areas, movement of vehicles will be largely restricted to the road net. In the cultivated areas, movement is fair at best, but possible for lighter vehicles (e.g., $\frac{3}{4}$ -ton trucks). The wet season restricts movement in cultivated areas, making it poor to unsuitable. The soils and drainage in this area are generally unsuited for underground installations.

(b) The dense forests and jungle provide excellent concealment for the insurgents and permit establishment and maintenance of base areas. Where drainage is good, the soil is suitable for underground installations. The rubber plantations provide excellent concealment, but restrict the fields of fire. However, these plantations provide good assembly areas for the enemy. Cross-country movement is fair to good for smaller vehicles and foot troops outside the jungle and forested areas.

(c) The mangrove swamps along River Y provide excellent concealment and impede movement of friendly troops into the area by any means, lending themselves to the establishment of small insurgent base areas. Inundation makes the soil unsuitable for underground installations.

(3) Effect on government courses of action.

(a) Friendly movement will be canalized along roads and trails through most of the area because of dense vegetation or inundated fields in the wet season. About 75 percent of the area is unsuitable for airborne operations, while most of the remaining 25 percent is suited only for small-scale airborne operations.

(b) In the wet season, the rapid deployment of armor generally will be restricted to roads. Prior reconnaissance can develop some avenues of armor movement even in the wet season. Most of the bridge capacities throughout the area will not support medium tanks.

(c) Poor observation in the delta, plains areas, and mangrove swamps will restrict artillery and air support missions. The peaks and rolling slopes will afford excellent observation.

b. Politics.

(1) Existing situation. The concentration of political power is at the national level. Important decisions and major programs originate and are directed in the national capital. The prime minister is the head of

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government and is assisted in the development of policies by the heads of the different ministries. The constituent assembly is the democratic voice of the people. The next lower level of government is the province. Below the province is the district. Districts are divided into villages and hamlet complexes, which are made up of several hamlets. The insurgents have attempted through the years to gain control of the government at the lowest level by reducing the effectiveness of the village and hamlet administration through terrorism, propaganda, and subversion. The insurgents plan to eliminate the recognized government and replace it with their own political chain of command. The insurgents will attempt to capitalize on any ineptness or corruption that may be found in government politicians and military commanders to win control over the populace. The continued stability of the national government and its democratic processes have reduced inroads by the insurgents to control the population in this area.

(2) Effect on insurgent courses of action. Political considerations are paramount to the insurgents' military operations. The insurgents will attempt to strike the areas where government administration and security are weak or nonexistent. Because of their political immaturity, the people are vulnerable to subversion and infiltration. For the insurgents to operate in areas under government control, they must either operate covertly or under the protection of a military force.

(3) Effect on government courses of action. The insurgents' political chain of command controls and gives direction to the insurgency. For the government to win completely, not only must the military activity be destroyed but also the insurgents' political chain of command must be eliminated.

c. Economy.

(1) Existing situation. The economy of this area is based largely on agriculture, with some small-scale industry. The principal agricultural products are rice, rubber, fruits, vegetables, and timber. The increased road security throughout the area has made goods available from isolated villages at lower costs. This area produces 70 percent of the country's rubber exports. Some plantations have actually been abandoned and some have ceased new planting and expansion, which are necessary for continued production. An estimated 30 percent of the population in this area depends either directly or indirectly on the rubber plantations for a livelihood. Closure of plantations will force many of these people into the refugee stream. Normally, the plantation managership bears the expense of shipping food, particularly rice, into the food-short rubber-growing areas. Insurgent interdiction of roads and waterways and continued taxation have made the movement of food and goods within the area difficult.

(2) Effect on insurgent courses of action. The insurgents are vulnerable to an effective resources control program. They must depend on outside sources for rice, salt, vegetables, and medicine. Their combat effectiveness can be reduced by friendly action to secure present stocks and to prevent transportation of additional supplies into the area.

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(3) Effect on government courses of action. Every effort must be directed toward depriving the insurgents of goods and money presently available to them. Insurgent interdiction of roads and waterways must be countered. The insurgents' tax collection program must be eliminated. If this taxation increases and additional productive plantations and farms are abandoned, the number of refugees seeking security, employment, and shelter will increase.

d. Sociology.

(1) Existing situation. Except for the support shown in recent provincial elections, the majority of the people have little or no interest beyond their immediate family or their local hamlet. The people will not actively participate in the current struggle unless forced by one side or the other. The majority of the population is Moslem, but a substantial number are Christians and Buddhists. In general, the population is not a cohesive group. It continues to be oriented along religious and regional lines. The contrast between this rural area and the rather affluent national capital is evident. The population will follow the side that can provide security in its local area.

(2) Effect on insurgent courses of action. The insurgents conduct political and psychological operations programs against the separate groups in the area without meeting united opposition. The general disinterest of the population in national affairs permits the insurgents to move troops and supplies through the area with little fear of reprisal or of being reported to friendly units.

(3) Effect on government courses of action. In areas that the insurgents control currently the population can be expected to oppose friendly operations. Where the government is in control, the population will support operations to establish the area as secure. Throughout the area, the population will actively support the government when the military situation becomes stable and when the government responds to their needs. A continuing national effort is required to mold the various religious groups into a cohesive force against a common enemy.

e. Psychology.

(1) Existing situation. The primarily agrarian area has some small industry, mainly rice mills and woodcraft, brass, and ceramic plants. The population is rooted to the hamlet, where life revolves from generation to generation. This underdeveloped area has experienced colonial exploitation for much of its history. Its attitude is that of fatalism and indifference to events that occur around them.

(2) Effect on insurgent courses of action. The primitive state of development does not influence the insurgents' capability to conduct operations. The insurgents have exploited the population's desire for security, and its general indifference has permitted them to operate freely. The insurgents' propaganda efforts, reinforced with acts of terrorism, have caused the population to submit to the desires of the insurgents when these insurgents control a given area.

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(3) Effect on government courses of action. The government must continue its dynamic program to secure the area, thus eliminating the insurgent threat and achieving the populace's desire for security. Only a positive and continuing program of rural development can cause an improvement in the standard of living. The government must establish control of this area to win the hearts and minds of the people.

3. THE INSURGENT SITUATION

a. Organization and Leadership.

(1) The military insurgent forces are composed of three types:

- (a) Auxiliary (village and hamlet).
- (b) Regional (provincial).
- (c) Regular (hard core).

(2) The political action committee of the insurgent organization determines the leadership of each type of insurgent force. HAIL GRIM MUHY is the political and military leader in this area.

b. Strength and Disposition.

(1) Auxiliary guerrilla units (10- to 30-man units) are organized and operating in the following areas:

(a) One unit in the general vicinity of hamlets 1 through 3 (3254).

(b) One unit composed of residents of hamlets in Hamlet Complex A (3253). This unit's primary activity is informing on government activity.

(c) One unit in the general vicinity of hamlets 5 through 8 (3253).

(d) One unit in the general vicinity of Hamlet Complex D (3352).

(e) One unit composed almost entirely of inhabitants of hamlet 9 (3252).

(f) Two units in the general vicinity of Hamlet Complex B (3251): one in the western section and one to the south.

(2) A regional provincial company operates throughout the area. Its present base supposedly is just east of the junction of River Y and Stream Z (3453).

(3) The 300th Bn, a regular insurgent unit, frequently operates in this and adjacent areas. Frequently reports indicate its presence in the area north of hamlet 1 (3255) and in the area south of Hamlet Complex D (3352). After a successful operation, the battalion frequently disperses and then reconstitutes deep in the jungle area along Stream Z.

(4) The insurgents have rest and training camps as well as temporary supply bases in the jungle area east of gridline 35.

c. Recent and Present Significant Activities.

(1) In the past 2 months, the insurgents have ambushed two convoys: one on the road to Hamlet Complex D (3352) and the other on Highway 1 in the vicinity of 3355. Insurgents have made eight attacks on hamlets; an attack ranging in force size from approximately one

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company to a reinforced battalion completely overran one hamlet in Hamlet Complex B.

(2) Except for Highway 1 from area headquarters at 3253 to hamlet 7 (3153), military escort is essential for all military traffic. Civilian traffic is continually stopped and subjected to insurgent toll tax.

(3) Rubber plantations are subjected to uniform monthly tax rates, but are otherwise allowed to operate.

(4) Insurgents have informers in all hamlets except in Hamlet Complex C.

(5) Insurgents continue to seek and get rice and medical supplies from unprotected hamlets.

(6) The insurgents have increased their propaganda campaign to discredit the national government by conducting meetings in unprotected hamlets and by intimidating the hamlet chiefs.

(7) The insurgent's recruiting of young men in the area continues unabated. These insurgents threaten family heads, kidnap men, and give hamlets quotas.

(8) During the past 60 days, the insurgents have employed counter-sweep operations and have made a determined effort to deny access to base areas. They have avoided major contact with but have increased harassment of the hamlets. They have increasingly used mines with stronger charges than those employed in the past.

d. Strengths and Weaknesses.

(1) Recruitment and retention. The insurgents' ability to control the population and the hamlets in the area assists their recruiting program. However, the population's general apathy and poor conditions have forced the insurgents to adopt more rigorous recruiting methods. Retention of the insurgent is accomplished by fear and threats of death. The political chain of command attempts to instill a crusading fervor in its soldiers, but the hard life causes the average insurgent to become indifferent and, in some cases, to defect. There are indications that the training given new recruits is not so proficient as it was.

(2) Intelligence and security.

(a) The insurgents have a well-developed intelligence system, employing sympathizers and penetration agents and giving them stringent and effective security.

(b) The insurgents have complete knowledge of the terrain and conduct extensive reconnaissance and detailed rehearsals and exercises before any engagement of their own choosing.

(c) The insurgents' ability to use their base camps for recuperation and resupply is a major strength because their effective security has denied these base camps to destruction by government forces.

(3) Organization and training.

(a) The insurgents' cadre is the backbone of their military structure. These men are competent, well-trained leaders who demonstrate a high degree of dedication, discipline, and self-sacrifice.

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(b) The insurgents have an excellent capability to conduct any type of operation during darkness; to move undetected through jungle areas, using the trails and roads under their control; and to conduct raids, harassment, and other guerrilla tactics at a relatively small cost to their forces.

(c) The insurgents can mingle with the civilians and take advantage of this relative freedom of movement to use public or private transportation without being easily detected.

(d) The insurgents have had to divert combat personnel to supply and transportation duties because of the lack of "volunteer" laborers from the populace.

(e) The insurgents have limited firepower artillery and lack airpower of any kind.

(f) The lack of great military and political victories has caused tensions and difficulties in the political chain of command of the insurgents.

(4) Finance and logistics.

(a) The insurgents can control the rural population and the villages in their areas and make the war pay for itself by taxation and extortion.

(b) The insurgents can either produce, manufacture, purchase, or extort the majority of their supplies. They lack only armament, explosives, and medical supplies.

(5) Communications.

(a) The insurgents use captured communication equipment and other equipment that they purchase in third countries.

(b) The insurgents rely extensively on rudimentary systems of hand signals, flares, messengers, and whistles to control combat operations.

4. INSURGENT CAPABILITIES

a. Enumeration. The insurgents can—

- (1) Ambush military convoys at any point in the province.
- (2) Ambush military units up to battalion size at any point.
- (3) Attack any hamlet with units up to reinforced battalion size.
- (4) Harass any hamlet or military unit with sniper fire, mines, or mortar fire.

(5) Conduct propaganda lectures, collect taxes, and abduct civilians in any area or hamlet.

(6) Attack any lightly or ineptly defended outposts and watchtower or bridge defense in the area with units up to reinforced battalion size.

(7) Defend against surprise attacks and deny use of major LOC's through interdiction with units up to reinforced battalion size.

b. Analysis and Discussion. Captured insurgent documents indicate that the insurgents will intensify guerrilla activity, extend and strengthen base areas, strengthen defenses, stress propaganda efforts, and continue the recruiting program. The insurgents will require time to accomplish resupply, replacement, retraining, and reindoctrination. To gain this time, the insurgents will adopt a plan to divert attention from the areas

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that they have selected for reoccupation. In the near future, harvesting the rice crop in this area will certainly be a prime consideration in the insurgents' military, political, and economic actions for the foreseeable future. Any insurgent large-scale action will depend on the rice stores available to the force to be employed. The insurgents still hope for victory. While continuing their policy of guerrilla warfare and terrorism, the insurgents will attack worthwhile targets of opportunity at the right time and place. Any target that offers hope for a psychological victory to the insurgents can be expected to be attacked. The insurgents can adopt all the capabilities that have been enumerated.

5. CONCLUSIONS

a. Effects of the Operational Environment. The area of operations gives the advantage to the insurgents. The large land area and the lack of first-class lines of communications and, more important, lack of timely intelligence cause the government forces to react to the insurgents' initiative. Combat operations will consist of reaction to insurgent attacks until sufficient forces are available to secure the area. The terrain affords a marked advantage to the insurgents.

b. Probable Insurgent Courses of Action. The insurgents will—

(1) Intensify guerrilla warfare, acts of terrorism, harassment, propaganda, and interdiction of lines of communications, with an objective of increasing insurgent control over the populace.

(2) Conduct up to battalion-size attacks against isolated forces and installations.

(3) Withdraw from combat operations if they consider the situation unsuitable for a decisive victory.

(4) Attack selected targets with forces of battalion strength at a time and place of their own choosing.

(5) Continue to secure their base areas and lines of communications.

c. Insurgent Vulnerabilities. The insurgents—

(1) Depend largely on Hamlet Complexes A and B for recruits, food, and medical supplies.

(2) Are lightly armed and are therefore highly susceptible to friendly air and artillery support.

(3) Generally have fixed supply caches and base areas which, if located and destroyed, will decrease insurgent operational effectiveness.

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Example C-6. Personnel Estimate, Corps

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GI Section, 1st Corps

MOLLERBACH (NV2885), GERMANY

211900 August 19____

PERSONNEL ESTIMATE NO 5

Reference: Map, GERMANY, 1:100,000,

ASCHAFFENBERG-WURZBURG Sheet.

1. MISSION

1st Corps attacks 25 August, secures high ground in the vicinity of IPPESHEIM (MV8995) and POTHENBURG (MV8570), and prepares to continue attack to east.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations.

(a) Intelligence Estimate No 7, 21 August 19____.

(b) Effect on personnel activities. None.

(2) Enemy strength and dispositions

(a) Intelligence Estimate No 7, 21 August 19____.

(b) Effect on personnel activities. Aggressor's defense on near maximum frontages indicates that our losses should be smaller than if he were ideally disposed. The difference, however, will be negligible.

(3) Enemy capabilities. The enemy can—

(a) Attack at any time along our forward positions with an estimated 11 mechanized regiments supported by nuclear weapons, 20 artillery battalions, three antitank battalions, four heavy rocket battalions, and guided missiles.

(b) Defend in his present position and on successive positions to UFFENHEIM (NV8988) with an estimated 11 mechanized regiments supported by nuclear weapons, 20 artillery battalions, three antitank battalions, four heavy rocket battalions, and guided missiles.

(c) Delay in present position and in successive positions to the vicinity of UFFENHEIM.

(d) Withdraw beyond UFFENHEIM at any time prior to our attack.

(e) Reinforce his attack or defense with one or more of the following units at the time and place indicated:

<i>Unit</i>	<i>Place</i>	<i>Time</i>
312th Mech Regt	KONIGSHOFEN	2 hours after starting movement
	(NV5288)	
	ASSAMSTADT	1 hour 50 minutes after starting movement
	(MV4975)	
47th Mech Div	ASSAMSTADT	3 hours 20 minutes after starting movement
	(MV4975)	
	KONIGSHOFEN	4 hours 10 minutes after starting movement
	(NV5288)	

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b. Tactical Situation.

(1) Present dispositions of major tactical elements. Annex A to OPOD 25.

(2) Possible courses of action.

(a) 1st Corps attacks early 25 August with five divisions in the assault, employing two armored divisions abreast making the main attack, followed by one infantry division in the direction ALTHEIM (NV3285)—KONIGSHOFEN (NV5288)—TIEFENTHAL (NV6693)—UFFENHEIM (NV8988).

(b) 1st Corps attacks early 25 August with five divisions in the assault, employing two armored divisions abreast making the main attack, followed by one infantry division in the direction SIMDOLSHEIM (MV3382)—ASSAMSTADT (MV4975)—ROTHEMBURG (MV3570)—Hill 515 (MV9277).

(c) 1st Corps attacks early 25 August with five divisions in the assault, employing two armored divisions in column making the main attack in the direction ALTHEIM (NV3285)—KONIGSHOFEN (NV5288)—TIEFENTHAL (NV6693)—UFFENHEIM (NV8988).

(3) Projected operations. This operation should be completed by 4 September, when 1st Corps will be ordered to continue the attack to the east with all possible speed to surround enemy forces in the area.

c. Logistic Situation.

(1) See Annex H (Administration) to OPOD 25.

(2) Augmentation transportation for medical evacuation will be limited until 15 September.

d. Civil Affairs Situation.

(1) See Civil Affairs Estimate No 1, 21 August 19__.

(2) Unrest among civilian population is indicated in this area.

(3) SAARLAUF (***) is stricken with a typhus epidemic. The G5 and the surgeon recommend placing SAARLAUF off limits.

e. Personnel Situation.

(1) Maintenance of unit strength.

(a) Strengths.

1. Summary.

<i>Unit</i>	<i>Authorized</i>	<i>Assigned</i>
15th Inf Div	17,654	16,260
19th Inf Div	17,654	17,140
20th Inf Div	17,654	15,370
23d Armd Div	18,110	17,310
25th Armd Div	18,110	16,104

All other major units are at effective fighting strength.

2. For additional details, see Personnel Daily Summary No

110.

(b) Replacements.

1. All units have submitted requisitions for personnel shortages.

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2. Allocations. The 223d Repl Bn has 400 infantry and 50 armor replacements on hand. Allocations are currently averaging 600 infantry and 100 armor replacements per week to the corps. Current rate of replacement support will continue for the duration of the operation. Quality of replacements is good; they are arriving with a shortage of equipment that sometimes necessitates their being held an extra day in division rear areas.

3. There is a shortage of armor replacements in the theater, and information from army indicates this shortage will continue for about 1 month. At present, there is no possibility of securing an increase in the allocation of armor replacements.

(2) Personnel management.

(a) PW. G2 estimates that 20,000 PW will be captured prior to 15 September. Morale of PW is expected to be low. There are 400 PW in division collecting points. The PW escort guard company in direct support of the corps can evacuate 3,000 PW per day provided transportation is available. G4 believes sufficient transportation can be made available to evacuate a minimum of 1,500 PW per day. Additional transportation assistance become available 15 September. Therefore, the establishment and operation of PW installations capable of holding large numbers of PW will be required. CO, 205th MP Bn, states that he can guard up to 5,000 PW. The holding capability combined with an evacuation rate of 1,500 PW per day will be a short-term solution to the PW problem. Additional assistance in evacuation after 15 September should allow for the elimination of any large-scale holding requirements.

(b) Civilian internees. Although some civilian internees will be uncovered, the number is expected to be small. The MP operation above can process and handle them.

(3) Development and maintenance of morale.

(a) Morale and personnel services. Morale is excellent; quotas to leave centers remain constant.

(b) Graves registration. One graves registration company is in support of 1st Corps; Army cemetery is at GRIESWALT (***).

(4) Health service.

(a) Treatment and hospitalization capabilities are adequate; medical evacuation capabilities can handle normal requirements.

(b) Current evacuation policy is 10 days.

(5) Maintenance of discipline, law and order. Troop conduct and appearance are excellent; straggler rate is low.

f. Assumptions. There will be no change in the caliber of replacements.

g. Special Factors. Intelligence reports an epidemic of typhus in SAARLAUF, which an armored division using course of action 3 will uncover. Courses of action 1 and 2 will avoid this city.

3. ANALYSIS

a. Maintenance of Unit Strength.

(1) Strengths. Courses of action 1 and 2 use the two armored

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divisions abreast, while course of action 3 uses them in column. The G3 estimates the total duration of this action to be 10 days. Anticipated losses under the proposed courses of action will reduce division strengths on the final day of the action approximately as follows, provided no replacements are allocated:

10th day

	<i>23d Armd</i>	<i>25th Armd</i>	<i>15th Inf</i>	<i>19th Inf</i>	<i>20th Inf</i>
<i>Course of action</i>	<i>Div</i>	<i>Div</i>	<i>Div</i>	<i>Div</i>	<i>Div</i>
1	12,200	10,450	12,100	12,860	11,305
2	12,200	10,450	12,100	12,860	11,300
3	12,200	10,450	12,100	12,860	11,300
	(Lead)	(Lead)			
	13,260	11,350			
	(Follow)	(Follow)			

The impact of these losses is such that the 25th Armd Div will be most seriously influenced by courses of action 1 and 2 and as lead division in course of action 3. In course of action 3, the lead armored division will receive approximately the same number of casualties as in courses of action 1 and 2. The G3 estimates that the armored division that follows will not be committed to heavy action until early on the third day of attack. Therefore, its losses for the entire operation will be considerably fewer than in courses of action 1 and 2. In course of action 3, there will be fewer total casualties, by computation, if the 25th Armd Div is leading; however, because of the shortage of armor replacements, bringing the 25th Armd Div to effective strength will be difficult if it is reduced to 10,450. The total infantry casualties for all courses of action will be approximately equal. The 20th Inf Div is at 85-percent strength. Giving priority on infantry replacements to this division will alleviate the shortage of personnel forecast above.

(2) Replacements. Courses of action 1 and 2 will create a greater requirement for armor replacements than course of action 3. At present, armor replacements are in shorter supply than infantry replacements. All courses of action influence infantry replacement requirements about equally.

b. Personnel Management. Because of our rapid advance, the number of PW's captured will be about equal in all courses of action. The establishment of PW installations presents the same problem in all courses of action.

c. Development and Maintenance of Morale.

(1) Morale and personnel services. All courses of action involve a continuation of the attack and this, coupled with Aggressor's low morale and willingness to surrender, will act to sustain high morale. Course of action 3 places troop units in the immediate presence of a typhus epidemic. Although this movement is not likely to cause an overall lowering of morale, it may cause isolated cases of group or individual morale problems.

(2) Graves registration. Although the distribution of casualties will be different, the total number will be approximately equal in all

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(Pers Est 5—1st Corps)

courses of action. In course of action 3, however, evacuation by units to the Army cemetery will be easier because supply routes for all units will pass within only a few kilometers of the Army cemetery at GRIESWALT. Under courses of action 1 and 2, the 23d and the 25th Armd Div and the following infantry division may be required to transport casualties approximately 40 kilometers off the main supply routes to reach the cemetery after the divisions have progressed a short distance in the attack. This is not considered of major importance.

d. Maintenance of Discipline, Law and Order. Both courses of action 1 and 2 avoid SAARLAUF; course of action 3 requires that one division secure the town. Disciplinary problems will be created by securing the town, then placing it off limits. Co, 205th MP Bn, states that he can assist the division securing the town in controlling military personnel therein. The surgeon thinks that it would be better if no military personnel were required or permitted to enter the town. The G5 states that his information indicates that the civilian population is being adequately cared for but entrance of our troops might cause unrest among the population.

e. Health Service. Typhus epidemic in SAARLAUF should not influence military units because all personnel were previously required to be immunized against the disease. However, to avoid needless exposure, military personnel should stay out of town unless their presence is absolutely essential.

4. COMPARISON

a. The dominant personnel factors are strengths; replacements; prisoners of war; and discipline, law and order. All courses of action will influence graves registration, morale and personnel services, and headquarters management equally or nearly so.

b. Comparison of Courses of Action.

(1) Maintenance of unit strength.

(a) Concerning strengths. Courses of action 1 and 2 will cause a reduction in the strength in the 25th Armd Div to a point beyond which it can sustain combat without additional replacement support. If the 25th Armd Div is second in column, course of action 3 will not deplete the strength of the division, and it should be capable of sustained combat after this action. Strengths favor adoption of course of action 3. If either course of action 1 or 2 is used, the 25th Armd Div should be relieved as early as possible to reduce its losses. At the conclusion of the operation, the 25th Armd Div and the 20th Inf Div will be at very low strengths and should be given sufficient time for rehabilitation and assimilation of replacements before being committed to action again.

(b) Concerning replacements. Courses of action 1 and 2 will create a greater requirement for armor replacements, which are in short supply. Replacements favor course of action 3.

(2) Personnel management. Concerning PW's. All courses of action influence PW's equally. The number of prisoners expected to be captured and the army's inability to evacuate them present a problem.

(3) Maintenance of discipline, law and order. If course of action

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3 is adopted, CO, 205th MP Bn, should assist to the maximum division uncovering SAARLAUF. G5 has indicated his ability to assist materially if this course of action is adopted. Discipline, law and order slightly favor courses of action 1 and 2.

(4) Health service. The typhus epidemic in SAARLAUF may present some problems if course of action 3 is adopted; however, previous immunization should prevent this disease in U.S. military units. In view of precautionary health measures, however, health services favor courses of action 1 and 2.

5. CONCLUSIONS

a. The mission can be supported from a personnel standpoint. However, at the conclusion of the action, the corps strength will be low and a period of 2 weeks' rehabilitation should be planned for the 25th Armd Div and the 20th Inf Div.

b. Course of action 3 can best be supported from a personnel standpoint.

c. (1) If courses of action 1 and 2 are adopted, recommend priority on armor replacement be given to 25th Armd Div.

(2) If course of action 3 is adopted, recommend the 23d Armd Div be assigned the lead division role.

(3) In all courses of action, recommend priority of infantry replacements to the 20th Inf Div.

d. The corps commander should be informed of the projected strength at the conclusion of the operation and of the critical need for both infantry and armor replacements to bring the 20th Inf Div and the 25th Armd Div up to strength. He should also be informed of the need for rehabilitation of these divisions at the conclusion of the operation.

/s/Simms
SIMMS
G1

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★Example C-7. Logistic Estimate, Field Army

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G4 Section, 30th (U.S.) Army
KILO (NF3275), WESTLAND
190830Z June 19__

LOGISTIC ESTIMATE NO 3

Reference: Map, Series M319 WESTLAND, Sheets BRAVO and INDIA,
Edition 2, 1:500,000.

1. MISSION

30th (U.S.) Army attacks 20 July, secures an area sufficient to support future operations to the north, and prepares to conduct subsequent offensive operations in the direction of OSCAR.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations. Analysis of Area of Operations No 2.

(2) Enemy strengths and dispositions. Intelligence Estimate No 3.

(3) Enemy capabilities. Intelligence Estimate No 3.

b. Tactical Situation.

(1) Operations Estimate No 3.

(2) Possible tactical courses of action.

(a) Course 1. Attack to secure the BLUE River line and Hill 2403.

(b) Course 2. Attack to secure the RUFF Mountains.

(c) Course 3. Attack to secure the RED River line.

(3) Projected operations. Initial operations will provide a sufficient base for offensive operations to the north toward OSCAR. Such offensive operations will be conducted on order and as soon as sufficient combat and combat service support has been built up.

c. Personnel Situation.

(1) Personnel Estimate No 3.

(2) Approximate strengths to be supported:

(a) From 20 through 31 July (12 days)—413,000.

(b) From 1 through 19 August (19 days)—413,450. This strength includes 23d Armd Div and excludes the 11th Inf Div.

(3) The present dispositions of administrative units and installations other than logistic are * * *.

(4) There are no critical shortages of personnel that will affect logistic support of our operation.

d. Civil-Military Operations Situation.

(1) The present dispositions of the 20th CA Bde * * *.

(2) The population of WESTLAND will, in general, be uncooperative initially. As our operations appear to be successful, large segments of the population may join or support us.

(3) Enemy civilian personnel can be expected to influence our logistic operations as follows:

(a) Conduct guerrilla operations in our rear areas.

(b) Engage in sabotage, espionage, and subversion.

(c) Block major communication routes with refugees and displaced persons.

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e. Logistic Situation. Supply and service installations (overlay 1) (omitted).

f. Assumptions.

(1) Offensive operations to secure the BLUE River line and Hill 2403 will take 5 days.

(2) Offensive operations to secure the RUFF Mountains will take 12 days.

(3) Offensive operations to secure the RED River line will take 19 days.

(4) 23d Armd Div will be present and attached on 1 August (D+12).

(5) The 11th Inf Div will be detached on 1 August (D+12).

(6) Railroads will require extensive repair and rehabilitation.

(7) Naval units cannot clear the SMOOTH Sea of enemy craft in the immediate future.

(8) Supplies on hand on D-day will be as indicated in paragraph 3b(1) (b)1.

g. Special Factors. Communication centers and logistic installations will constitute remunerative targets for enemy nuclear weapons unless adequate measures are taken to reduce our vulnerability.

3. ANALYSIS

a. Sufficiency of Area. Capture and defense of the area envisioned by courses of action 2 and 3 will provide sufficient area for the combat service support installations necessary for future offensive operations to the north. Course of action 1, although providing somewhat more room in the western portion of the army sector than is now available, does not provide additional space in the eastern portion of the army sector. Moreover, much of the territory gained by course of action 1 is mountainous and of limited utility for combat service support installations. Any significant buildup accomplished in the space available will force concentration of materiel, units, and installations into complexes with a high degree of nuclear vulnerability.

Class	Limited offensive	Offensive		Defensive	
	6 inf /3 mech	6 inf /3 mech	5 inf/3 mech /1 armd	6 inf /3 mech	5 inf/3 mech /1 armd
Class I	970	970	970	970	970
Class II	510	550	570	450	465
Class IV	300	320	330	260	275
Class V	5,460	4,730	4,770	6,290	6,330
Class VI	320	335	345	280	290
Class VII	220	240	250	190	200
Class VIII	30	35	35	28	29
Class IX	240	250	260	212	221
Air Force Supplies	350	350	350	350	350
Total dry cargo	8,400	7,780	7,880	9,030	9,130
Class III	4,420	7,880	8,160	4,710	4,950
Total	12,820	15,660	16,040	13,740	14,080

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(LOG EST 3—30th (U.S.) ARMY)

b. Materiel and Services.

(1) Supply.

(a) Requirements.

1. Daily replacement and consumption (R&C) tonnages for the 30th (U.S.) Army:

2. Authorized level of supply for all classes—10 days.

(b) Availability.

1. Estimated to be on hand by D-day (20 July)—80,000 short tons (STON) (44,200 STON of class III and 35,800 STON dry cargo).

2. Required supplies are available in COMMZ installations.

3. By D-day, COMMZ units supporting us will be capable of delivering tonnages as follows:

(a) For course of action 1: 10,400 STON of class III and 11,840 STON of dry cargo.

(b) For courses of action 2 and 3:

(1) From D-day until our advance requires opening rear support areas in the vicinity of MIKE, ECHO, and TANGO on D+6: 10,440 STON of class III and 8,430 STON of dry cargo.

(2) From D+6 until D+43, into MIKE, ECHO, and TANGO areas: 10,440 STON of class III and 10,990 STON of dry cargo.

4. TASCOM units cannot move supplies forward of rear support areas noted above.

(c) Limiting features.

1. Stock levels on D-day (20 July) are estimated to be as follows:

	STON auth	STON on hand	STON over/short	Percentage on hand
Limited offensive				
Class III	44,200	44,200		100
Dry cargo	84,000	35,800	-48,200	42
Totals	128,200	80,000	-48,200	62
Offensive				
Class III	78,800	44,200	-34,600	56
Dry cargo	77,800	35,800	-42,000	46
Totals	156,600	80,000	-76,600	51

2. Stock levels authorized D+5 (25 July):

Defensive

Class III	47,100 STON
Dry cargo	90,300 STON
Total	137,400 STON

3. Stock levels authorized D+12 (1 August):

Offensive

Class III	81,600 STON
Dry cargo	78,800 STON
Total	160,400 STON

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Defensive

Class III	49,500 STON
Dry cargo	91,300 STON
Total	140,800 STON

4. Authorized stock levels can be met as follows:

(a) Course of action 1. Attack to secure the BLUE River line and Hill 2403. (Attack for 5 days, then defend.)

(1) Class III:

a. Receipt of class III tonnages in excess of requirements through D+4: 10,440 STON less 4,420 STON = 6,020 STON per day.

b. Authorized stockage can be maintained throughout the offensive and defensive phases.

(2) Dry cargo:

a. Receipt of tonnages in excess of requirements through D+4: 11,840 STON less 8,400 STON = 3,440 STON per day for 5 days for a total buildup of 17,200 STON.

b. Shortage remaining on 25 July: 90,300 STON less 35,800 less 17,200 STON = 37,300 STON.

c. Time to reach authorized levels:

(1) D + 5 receipts of 11,840 less daily requirements of 9,030 STON = 2,810 STON per day buildup.

(2)

$$\frac{7,300 \text{ STON shortage}}{2,810 \text{ STON per day buildup}} = 14 \text{ days or D+18}$$

(b) Course of action 2. Attack to secure the RUFF Mountains. (Attack for 12 days, then defend.)

(1) Class III:

a. Receipt of tonnages in excess of requirements through D+11: 10,440 STON less 7,880 STON = 2,560 STON per day.

b. On 1 August, the Army would have its authorized stock (49,500 STON) for the defense of the RUFF Mountains.

(2) Dry cargo:

a. Receipt of tonnages in excess of requirements through D+5: 8,430 STON less 7,780 STON = 650 STON per day for 6 days for a total buildup of 3,900 STON.

b. Receipt of tonnages in excess of requirements from D+6 through D+11: 10,990 STON less 7,780 STON = 3,210 STON for 6 days for a buildup of 19,260 STON.

c. On 1 August, the Army will have its authorized stock of class III (49,500 STON) for the defense along the RED River.

(2) Dry cargo:

a. Receipt of tonnages in excess of requirements through D+5: 8,430 STON less 7,780 STON = 650 STON per day for 6 days for a buildup of 3,900 STON.

b. Receipt of tonnages in excess of requirements from D+6 through D+11: 10,990 STON less 7,780 STON = 3,210 STON for a buildup of 19,260 STON.

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c. Receipt of tonnages in excess of requirements from D+12 to D+18: 10,990 STON less 7,880 STON = 3,110 STON for 7 days for a buildup of 21,770 STON.

d. Shortage on 8 August: 91,300 STON less 35,800 STON less 3,900 STON less 19,260 STON less 21,770 STON = 10,570 STON.

e. Receipt of tonnages in excess of requirements after D+18: 10,990 STON less 9,130 STON = 1,860 STON per day buildup.

f.

$$\frac{10,570 \text{ STON shortage}}{1,860 \text{ STON per day buildup}} = 6 \text{ days or D+24}$$

5. Although authorized supply levels for dry cargo for any of the three courses of action cannot be met by D-day, tonnages available from COMMZ installations will be sufficient to avoid severe shortages and will permit gradual buildup after the offensive phase is completed. Class III receipts exceed the daily requirements in all courses of action which will permit the army to have its authorized supply level on hand at the conclusion of offensive operations.

(2) Transportation.

(a) Requirements.

1. Logistic.

(a) R&CC tonnages to be moved: Eighty-five percent of daily R&C tonnages are consumed forward of the corps rear boundaries. All class III will be moved through TASCOT pipelines to the corps areas, where it will be distributed by the petroleum supply battalions of the corps support brigades. TASCOT highway transportation requirements for support of rehabilitation of communication facilities will preclude throughput of dry cargo to elements of the field army. After D+5, daily requirements for the forward elements must be moved from the supply installations at MIKE, ECHO, and TANGO by FASCOT transportation.

Offensive (6 inf, 3 mech,)

Dry cargo: (0.85) (7,780) = 6,620 STON

Class III: (0.85) (7,880) = 6,700 STON

Total tonnage 13,320 STON

Offensive (5 inf, 3 mech, 1 armd div):

Dry cargo: (0.85) (7,880) = 6,700 STON

Class III: (0.85) (8,160) = 6,940 STON

Total tonnage 13,640 STON

Defensive (5 inf, 3 mech, 1 armd div)

Dry cargo: (0.85) (9,130) = 7,760 STON

Class III: (0.85) (4,950) = 4,210 STON

Total tonnage 11,970 STON

(b) Attached to the truck battalions of the corps support brigades: 10 light-medium truck companies, two heavy truck companies, and two light truck companies, (5-ton truck).

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(c) Forward displacement of stocks on hand.

(1) Stocks in the corps areas.

a. It is estimated that the average rate of advance will be 11 kilometers per day to the RUFF Mountains, and 13 kilometers per day beyond the RUFF Mountains.

b. A minimum of 3 days of supply for the elements supported should be kept on hand in the corps areas. Eighty-five percent of supplies consumed within the army are issued in the corps areas. For the period D to D+11, dry cargo on hand in the forward areas should be 19,860 STON (0.85 X 7,780 X 3). For the period D+12 to D+18, dry stocks on hand in the forward areas should be 20,100 STON (0.85 X 7,880 X 3). The movement capability for the 3-day stock of class III in the corps areas is adequate.

(2) Stocks on hand in the army rear area.

a. COMMZ deliveries to the MIKE-ECHO-TANGO areas can begin on D+6. Forward movement from these areas to the corps areas can begin on D+7.

b. Buildup of stocks in the MIKE-ECHO-TANGO areas to levels presently held in the field army service area can be accomplished by D+10 without limiting deliveries forward to the corps areas.

2. Administrative and miscellaneous. An average of 108,000 ton-km will be required daily for movement of replacements, mail, prisoners of war, miscellaneous personnel tasks, displacement of hospitals, and for operations.

3. No requirement exists for additional transportation support from the transportation brigade for tactical movements. The corps support brigades will provide for the movement of corps tactical units and corps headquarters facilities on an as-required basis.

(b) Available for transportation of supplies from rear supply installations to corps support areas.

1. TASCOM pipeline and FASCOM petroleum supply battalions. The combined capability of the TASCOM pipeline facilities and the petroleum supply battalions of the support brigades will adequately provide for the movement of daily class III requirements and for the forward displacement of class III stocks.

2. Highway transport available for movement of dry cargo.

(a) Two light companies (2½ ton).

(b) One heavy truck company.

(c) Four light-medium truck companies.

(d) Two medium truck companies (cargo).

3. Rail. Rail transportation is not expected to be available until after D-43.

4. Air. Four aviation companies (aslt spt); each equipped with 16 CH-47A aircraft (Chinook).

5. Sea. No shipping is available in the SMOOTH Sea.

(c) Limiting features.

1. Capability of the FASCOM transportation brigade to carry dry cargo is as follows:

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No of units	Type of units	Forward ton-km/unit	Total forward ton-km
2	Light truck co (2 1/2 ton)	36,000	72,000
1	Heavy truck co	144,000	144,000
4	Light-medium truck co	55,200	220,800
2	Medium truck co (cargo)	108,000	216,000
4	Aviation co (aslt spt)	24,000	96,000
Forward ton/km/day, total, all types of dry cargo			748,800

2. In addition to distributing supplies to the DISCOM's and DS units and displacing forward the stocks of the corps support brigades, the truck battalions of the corps support brigades, as organized, are capable of extending FASCOM support approximately 30 to 35 kilometers. They will also possess a limited capability for movement of tactical units within the supported corps.

3. The divisions are capable of supporting themselves approximately 40 to 48 kilometers forward of our forward supply installations (measured to the forward edge of the battle area).

4. Analysis of forwarding capability:

(a) Course of action 1. This course of action presents no transportation limiting features for the movement of either class III or dry cargo.

(b) Course of action 2. Sufficient transportation capability is available to support course of action 2. Peak requirement (578,400 ton-km) occurs on the last day of the offense, as follows:

(1) For administrative and miscellaneous support 108,000 ton-km (para 3b(2) (a)2).

(2) Forward movement of daily dry cargo tonnages from MIKE—ECHO—TANGO to corps support areas 462,910 ton-km (7,780 STON X 0.85 X 70 km = 462,910 ton-km).

(3) Total requirement for support of the offensive to the RUFF Mountains: 570,910 ton-km).

(4) The total requirement for support of a defense at the RUFF Mountains is 651,200 ton-km (9,130 STON X 0.85 X 70 km = 543,200 ton-km + 108,000 ton-km for administrative and miscellaneous support).

(c) Course of action 3. Insufficient transportation capacity for dry cargo is available to support course of action 3. Class III transportation capability is adequate to support this course of action. Dry cargo requirements for the offense can be supported 165 kilometers and the defense 152 kilometers forward of the MIKE—ECHO—TANGO areas as follows:

(1) Offense to the RED River.

a. Forward movement capability of the transportation brigade.

$$\frac{748,800 \text{ ton-km} - 108,000 \text{ ton-km}}{6,700 \text{ tons dry cargo per day}} = 95 \text{ km}$$

b. DISCOM forward movement capability: 40 kilometers.

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c. Corps support brigade forward movement capability: 30 kilometers.

d. Total support distance for offensive operations: 165 kilometers (95 km + 40 km + 30 km = 165 km).

(2) Defense.

a. Forward movement capability of the transportation brigade:

$$\frac{748,800 \text{ ton-km} - 108,000 \text{ ton-km}}{7,760 \text{ tons dry cargo per day}} = 82 \text{ km} + 40 \text{ km} + 30 \text{ km} = 152 \text{ km}$$

b. Class III transportation capacity is adequate for defensive operations at the RED River.

5. Transportation capability of the 120th TASCOC precludes delivering supplies forward of our support areas in the vicinity of MIKE—ECHO—TANGO until D+43; therefore, the extent of our operations north of these areas will depend on the capability of transportation available to us.

(3) Service.

(a) Requirements and availability. Unexpected rains and extensive enemy demolitions may increase our requirements for engineer support.

(b) Limiting features. While no limitations exist, the definite possibility of requiring additional engineer support must be minimized by careful planning and the earmarking of units for emergency work.

4. COMPARISON

Logistic deficiencies and tactical courses of action are evaluated as follows:

a. Logistic deficiencies.

(1) Supply. Authorized stock levels cannot be met before commencing the operation.

(2) Transportation.

(a) Transportation available to us will adequately support tactical operations only as far as the RUFF Mountains.

(b) Additional transportation is not available.

(c) Additional transportation support from COMMZ installations is not available to permit northward displacement of our support areas beyond the MIKE, ECHO, and TANGO areas until D+43.

(d) Water transportation is not presently available and will not be available until naval forces gain control of the SMOOTH Sea.

(e) Railroads in our area require extensive repair and rehabilitation and are not expected to be available until after D+43.

(3) RAP. Course of action 1 does not provide an area sufficient to permit adequate dispersal of combat service support installations. Further, the area to be secured in course of action 3 presents extremely long and vulnerable lines of communications and a very large area to administer.

b. Tactical Courses of Action.

(1) Sufficiency of area. Because of the inadequacy of the area pro-

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vided, course of action 1 is not favored. Sufficiency of area favors adoption of courses of action 3 and 2 in that order.

(2) Supply. Although stocks will not be at authorized levels before commencing operations, tonnages delivered from COMMZ activities will permit gradual buildup. Supply favors courses of action 1, 2, and 3 in that order.

(3) Transportation. Requirements to support course of action 3 exceed capabilities; however, it can be supported for a limited period by requiring supply point distribution of all classes of supply, by withdrawing aircraft from the corps, and by requiring the corps support brigades to use all their transportation for movement of supplies. Combat and combat service support requirements for an offensive beyond the RUFF Mountains and subsequent defensive operations along the RED River militate against these actions. Transportation favors courses of action 1, 2, and 3 in that order.

(4) RAP. Course of action 3 provides long and vulnerable lines of communications, increasing the difficulty of maintaining rear area security. Both courses of action 2 and 3 provide sufficient area for adequate dispersal of combat service support installations. Course of action 1 does not provide sufficient area for dispersal and forces concentration into highly vulnerable complexes. Area responsibilities favor adoption of courses of action 2, 3, and 1 in that order.

5. CONCLUSION

a. The operation can be supported logistically.

b. Tactical course of action 1 (secure the BLUE River line and Hill 2403) can be supported most readily, but does not secure sufficient area for dispersion of units during the buildup. Course of action 2 (secure the RUFF Mountains) can be supported without undue difficulty. Course of action 3 (secure and defend the RED River line) can be supported with difficulty for a limited period and only be reducing the tactical mobility of the combat forces.

c. Deficiencies requiring the commander's attention:

- (1) Inadequacy of area secured in course of action 1.
- (2) Transportation.
- (3) Supply levels.

d. Recommend the adoption of course of action 2.

/s/Green
GREEN
G4

Annexes (as required)
Distribution

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Example C-8. Civil Affairs Estimate, Field Army

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G5 Section, 1st Army
 ENTRIT (CA3070), CELEA
 051400 August 196__

CIVIL AFFAIRS ESTIMATE NO 3

Reference: Map, CELEA, 1:500,000, ALFA and BRAVO Sheets.

1. MISSION

1st Army attacks 9 August, secures high ground north of ALFA and BRAVO, and prepares to continue attack north to the CELEAN Mountains,

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations.

(a) The zone of advance is characterized by gently rolling terrain sloping down to the GREEN River, then gradually rising toward the foothills of the CELEAN Mountains to the north. The area is predominantly rural, with a pattern of small farms clustered around villages that serve as market centers and trading posts. There are two cities, ALFA (***) (population 20,000) in the west and BRAVO (***) (population 50,000) in the east at the confluence of the GREEN and WHITE Rivers. ALFA is primarily a commercial center with some light industry, such as food-processing and fertilizer plants. BRAVO is a major communications and transportation center and the site of two major oil refineries.

(b) Outside BRAVO, the population's primary concern is its agricultural pursuits; and, though quite nationalistic, the population has little interest in politics and ideologies. It represents Aggressor's attempts at collectivization and political indoctrination and his repressive measures to enforce crop delivery quotas. Our forces should be welcomed as liberators from such measures. However, the population will probably equally resent coercive civil affairs measures. Some disaffection among the laboring class in BRAVO may be expected because of Aggressor ideological pressure.

(c) The area will not only be self-sufficient in food but will have a surplus to support other current and future civil affairs operations, provided Aggressor does not successfully pursue a scorched-earth policy. Personnel in the area are sufficient to carry on the normal civil functions. However, the lack of able-bodied males because of military service and the necessity for harvesting crops will prevent the divergence of any significant numbers for labor in support of military operations except in the immediate vicinity of BRAVO.

(d) No significant number of refugees is known to be in the area. Aggressor has brought in approximately 10,000 displaced persons: some 5,000 work in the oil refineries and railyards in BRAVO; the remainder dispersed throughout the area as farm labor. Expectedly, most civilians, particularly the populations of ALFA and BRAVO, will flee temporarily during combat, but will return to their homes shortly there-

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after. The number who remain refugees will depend on the extent of destruction caused by combat.

(e) The oil refineries in BRAVO have been bombed and the bridges across the GREEN River have been destroyed; otherwise, the area has suffered relatively little war damage to date. For the most part, public facilities required for essential functions are still operable.

(f) BRAVO is the provincial capital. Aggressor has appointed provincial, municipal, and local officials. The government is highly centralized, and party cadres at all echelons control all political activity and insure carrying out government edicts.

(g) A sizable typhoid epidemic is reported in BRAVO. Civilian medical facilities and physicians are limited and are hampered by a severe shortage of medical supplies.

(2) Enemy strength and dispositions. Intel Est No. 1.

(3) Enemy capabilities.

(a) Lack of strong defensive positions in depth indicates that, when driven from present positions, Aggressor will probably conduct a series of delaying actions back to the CELEAN Mountains.

(b) Aggressor can be expected to mount up to 100 fighter and bomber sorties daily to delay our advance. The use of nuclear weapons can be expected against troop concentrations and command and combat service support installations. The use of a nuclear weapon against BRAVO may be anticipated both to delay our advance and to destroy the oil refineries and the city's usefulness as a base for future operations. However, the bulk of the population probably will have fled prior to the time of such destruction.

(c) Aggressor can be expected to pursue a scorched-earth policy as he withdraws. The population will bitterly resist this effort and friendly partisan activity will impede it. The degree of destruction will depend on the speed of our advance.

(d) Aggressor can be expected to form and leave behind organized guerrilla groups to operate in our rear areas to disrupt combat service support activities and terrorize cooperating elements of the local population. He can also be expected to leave *agents provocateur*, particularly in ALFA and BRAVO, for purposes of espionage, sabotage, and subversion.

b. Tactical Situation.

(1) 1st and 2d Corps presently on line opposite Aggressor positions on Hill Complexes 320 (***) and 237 (***). 3d Corps initially not committed.

(2) Possible courses of action.

(a) Course 1. 1st Army attacks early 9 August, using nuclear weapons to penetrate Aggressor defenses and to exploit in the direction of ALFA—Hill 519 (**). 1st Corps makes main attack.

(b) Course 2. 1st Army attacks early 9 August, with the 2d Corps making main attack in the direction of Hill Complex 237 (**). 1st Corps makes supporting attack in direction of Hill Complex 320 (**).

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(c) Course 3. 1st Army attacks early 9 August, with the 1st Corps making main attack in the direction of Hill Complex 320 (***). 2d Corps makes supporting attack in direction of Hill Complex 237 (***).

(3) Next anticipated army operation is an attack on CELEAN Mountain line. Present area of operations is essential as a combat service support base for this operation, particularly the highway and rail network in the eastern sector of zone.

c. Personnel Situation.

(1) ADMINO 2.

(2) Proposed rotation plan, if approved, will entail loss of experienced CA personnel. A minimum of 1 month's area orientation is considered essential before replacements become fully effective.

d. Logistic Situation.

(1) ADMINO 2.

(2) Priority of army transportation support to 2d Corps will limit civilian relief supplies that can be moved from depot stocks to 1st Corps zone. Supply point distribution, using civilian transportation, will be employed to the extent consistent with available transportation, POL, and obtainable road priorities.

(3) Refineries in BRAVO and supporting pipeline facilities will be rehabilitated as soon as possible to ease the burden on sea transportation and port facilities.

e. CA Situation and Nature of Operations To Be Supported.

(1) U.S. policy is to treat CELEA as a liberated country. U.S. military forces will exercise CA authority until the government-in-exile can be effectively reestablished and national sovereignty can be restored.

(2) Because Aggressor resistance is expected to consist largely of successive delaying actions, damage caused by our own advance should be limited. However, if the enemy defends strongly at the GREEN River line, extensive local damage can be expected from our artillery preparations and bombardment, to include the possible use of nuclear weapons to force a crossing.

(3) Plans to use the area as a combat service support base for the assault on the CELEAN Mountain line will require immediate clearance and restoration of public transportation facilities, to include GREEN River crossings.

(4) The 20th CA Bde, with assigned battalions and functional teams, provides adequate CA command and control to support the operation. Functional specialists, particularly public health and public works and engineering personnel, are limited.

(5) Theater policy prescribes a 1,500-calorie-per-day minimum for civilians. Relief supplies in depots are adequate to alleviate undue hardship until the normal food distribution system is restored. However, transportation to move supplies to forward areas is limited. Medical supplies that can be diverted to the civilian population are extremely limited.

f. Assumptions.

(1) Aggressor-appointed officials will flee as Aggressor withdraws.

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(2) Adequate numbers of capable leaders for initial appointments can be found among friendly partisans, returning refugees, and previously elected officials and business leaders who are currently imprisoned or working as common laborers.

(3) Aggressor will depict U.S. forces as rapists, pillagers, and exploiters who intend to secure control to serve their own ends. Planted agents disguised as U.S. soldiers will commit felonious acts to foment disaffection.

(4) Aggressor scorched-earth activities will be only moderately successful because of population resistance, partisan activity, and the speed of our advance.

(5) Food-processing plants will be destroyed, and the transportation network for farm-to-market distribution will be severely damaged.

(6) U.S. military forces, assisted by local labor, will undertake the immediate decontamination and restoration of the refineries, key public works, and transportation facilities in BRAVO to improve combat service support capabilities for future operations.

g. Special Factor. Aggressor can use biological agents to contaminate the water supply and to destroy the usefulness of the area as a source of food supply; he has not done this to date. His use of these agents would magnify civilian supply problems, and all CA units would require public health augmentation to prevent epidemics and the spread of disease.

3. ANALYSIS

a. Government Functions.

(1) Civil administration. Course 1 will result in initially bypassing sizable Aggressor elements. Establishment of effective CA control will be delayed until clearing operations are substantially complete. However, the speed of advance that course 1 promises should prevent Aggressor's rounding up and deporting those persons likely to be useful as appointed officials under CA. Either course 2 or course 3 will result in Aggressor's clearance from the zone as the advance progresses, and CA units can establish control immediately in the wake of combat. However, the relatively slow speed of advance, particularly in the case of course 3, will permit Aggressor's deporting prominent persons at will.

(2) Public safety.

(a) Remarks concerning reestablishment of civil government ((1) above) are pertinent to the restoration of law and order.

(b) The principal public safety problem will be controlling civilian traffic and keeping refugees from hindering combat and combat service support operations. This problem will become most acute if course 3 is pursued because this course is likely to involve extensive combat in built-up areas.

(3) Public health. Either course 1 or course 2 will avoid any immediate substantial exposure of our troops to the typhoid epidemic in BRAVO. Course 3 will expose our forces to the epidemic, and any heavy fighting in and around BRAVO will also result in stricken persons fleeing the area and thereby spreading the disease. Because of the limited number

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of public health teams available, CA units may experience considerable difficulty in controlling the epidemic and will probably require military medical unit support. In addition, course 3 is also likely to result in a large number of civilian casualties requiring emergency treatment.

(4) Labor. Either course 1 or course 2, with the axis of advance through the sparsely populated, agrarian western sector of the zone, will uncover only a limited supply of labor to support operations. Course 3, with the main attack through the more populous eastern sector of the zone, should uncover an ample supply of labor. However, the damage to public facilities that may occur during course 3 will also increase the requirements for labor to restore minimum-essential civilian facilities.

(5) Tribunals. No special problems.

(6) Public welfare. No special problems.

(7) Public finance.

(a) Aggressor's capability to gain possession of U.S. military payment certificates, to introduce counterfeit currencies, and to encourage black-market operations by purchase of short-supply items requires appropriate countermeasures.

(b) Unauthorized practices must be prevented to protect the value of currency.

(8) Public education. No special problems.

(9) Civil defense. No special problems.

b. Economic Functions.

(1) Economics and commerce.

(a) Because of extensive supply requirements for military operations, military assistance in the combat phase must be limited to preservation measures and that degree of economic rehabilitation which will assist military operations.

(b) In the postcombat phase, military effort may be directed toward restoration.

(c) Price control and rationing are the responsibilities of CELEAN authorities to the degree that they can function effectively.

(d) Course 3, with the main attack in the east, should bring the refineries in BRAVO under our control in the early stages of the operation. However, either course 1 or course 2, if successful, may force Aggressor to evacuate BRAVO, thereby accomplishing the same result. Extensive destruction of refinery facilities by Aggressor is anticipated regardless of which course of action is pursued.

(2) Food and agriculture. The speed of advance of course 1 should prevent Aggressor from carrying out wholesale destruction of crops and fields. Bypassed elements will probably be too concerned with their own defense to create extensive damage. Course 2 should apply sufficient pressures on Aggressor elements in the agrarian areas also to prevent extensive deliberate destruction. Both course 1 and course 2 will entail some combat damage to crops and fields. However, this should be relatively insignificant compared with the damage Aggressor can wreak if he goes

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unhindered. In course 3, forces will progress slowly and will apply slight pressure on Aggressor in the agrarian areas, thereby permitting him to destroy these areas at will.

(3) Civilian supply. Civilian supply requirements will be related directly to our success in preventing extensive Aggressor scorched-earth activity; therefore, the discussion concerning food and agriculture ((2) above) applies here. The critical civilian supply problem will be transporting relief supplies from army depots to forward areas. Course 3 will uncover the major highway and rail network and will increase our civilian supply capability in this respect. However, course 3 is likely to uncover a large number of refugees and will permit the enemy to inflict considerable destruction in populated areas, thereby increasing the civilian supply requirements.

(4) Property control. Procedures for property control include—

(a) Identification of ownership of CELEAN private property.

(b) Military use of CELEAN private property to the degree that a requirement therefor exists.

(c) Identification of property, both private and public, belonging to other than CELEAN owners (i.e., Aggressor owned, Allied owned, neutral owned) for administration by the CA organization.

c. Public Facilities Functions.

(1) Public works and utilities. Aggressor destruction of key installations and facilities, including public utilities essential to the operation of the refineries in BRAVO, is anticipated, regardless of which course of action is pursued.

(2) Public communications. Early restoration of the communication facilities in the zone will greatly improve its value as a base for future operations. Course 3 will bring the majority of these facilities under our control in the early stages of the operation.

(3) Public transportation. The comments in (2) above are applicable to public transportation facilities.

d. Special Functions.

(1) Civil information. Particular attention should be given to countering the effects of ideological pressure on the CELEAN populace. Preparation of a detailed civil information plan as well as coordination with G3 for utilization of psychological operations and public information agencies will facilitate effective fulfillment of the civil information mission.

(2) Displaced persons, refugees, and evacuees.

(a) Aggressor capability to interfere with our military operations by directing refugees and displaced persons into our lines and using nuclear weapons against densely populated areas may create special problems.

(b) The military commander will direct handling and evacuation of displaced persons.

(c) The standard of care will be that required to prevent disease and unrest, which prejudice the military mission.

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(d) CELEAN authorities will not be burdened with care of non-CELEAN displaced persons.

(e) Course 3, with the zone of advance through a heavily populated sector, will create a large number of refugees. Control problems will be severe, because MSR's to support the main attack will pass directly through the areas where the refugees are anticipated. The main attack in course 2 passes through a sparsely populated area, and few refugees should be anticipated. If course 1 is successful in forcing Aggressor to withdraw without extensive combat, there is an excellent chance that the bulk of the population, to include the displaced persons, will stand fast.

(3) Arts, monuments, and archives. No special problems.

(4) Religious relations. No special problems.

4. COMPARISON

a. Course of Action 1.

(1) Advantages.

(a) The rapid exploitation may cause Aggressor to evacuate without extensive combat, which would, of course, facilitate CA as well as all other operations.

(b) The axis of advance will avoid the built-up areas in the east, thereby easing public safety and refugee control problems.

(c) The axis of advance will avoid the epidemic areas in BRAVO.

(d) The speed of advance should prevent extensive Aggressor scorched-earth activities and the deportation of persons likely to aid our cause.

(2) Disadvantages.

(a) Bypassing sizable Aggressor elements will delay establishment of effective civil affairs control.

(b) The refineries in BRAVO and key transportation facilities will remain under Aggressor control until the zone is cleared or Aggressor withdraws.

(c) Labor available to support military operations will be limited.

b. Course of Action 2.

(1) Advantages.

(a) Clearing the zone as the advance progresses will permit establishment of effective CA control immediately in the wake of combat.

(b) The axis of the main attack is to the west, and the MSR's that support the main attack will not pass through expected lines of drift of refugees, thereby easing public safety and refugee control problems.

(c) The axis of the main attack will avoid the epidemic area in BRAVO.

(d) Pressure on Aggressor in the agrarian areas will hinder Aggressor scorched-earth activities.

(2) Disadvantages.

(a) The relative slowness of advance expected as compared with course 1 will give aggressor more opportunity to employ scorched-earth tactics and carry out deportation programs despite combat pressure.

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(b) The direction of the main attack is away from the refineries in BRAVO and key transportation facilities and utilities, thus delaying the time that these facilities will come under our control.

(c) The main attack will uncover only a limited supply of labor to support operations.

(d) The supporting attack in the east will create refugee control problems on the MSR's in that area.

c. Course of Action 3.

(1) Advantages.

(a) Clearing the zone will permit establishment of effective CA control immediately in the wake of combat.

(b) The main attack in the east will bring the refineries and utilities in BRAVO and the key transportation network under our control at the earliest time.

(c) The main attack will uncover an ample labor supply to support military operations.

(2) Disadvantages.

(a) The slowness of the advance and the direction of the main attack will permit Aggressor to conduct scorched-earth and deportation activities relatively unhindered.

(b) The direction of the main attack will expose our troops to the epidemic at BRAVO, and heavy combat in this area will result in the probable spreading of the disease.

(c) The main attack will cause sizable numbers of refugees, with possible hindrance to combat and combat service support operations.

(d) The main attack through the more populated area will increase civilian supply requirements.

d. Discussion.

(1) The overriding CA consideration is the extraordinary value of this area as a source of food supply. If this area comes to our control relatively intact, it will greatly ease civilian supply problems in this and future operations, with the consequent lessening of the burden on our combat service support system. The industrial facilities in BRAVO, while important, will require extensive rehabilitation before they can contribute to the support of military operations.

(2) The typhoid epidemic in BRAVO or the advent of biological operations may require military medical units to assist in control. Military medical units should be alerted for this assistance.

(3) In view of the limited military supplies and transportation available to support CA activities, the course of action that permits use of civilian supplies available at centrally located sources is to be favored. Course of action 1 offers the best opportunity for a rapid advance and prevention of Aggressor's wholesale destruction of civilian food supplies. Courses 2 and 3 offer less opportunity for realization of the area's food supply potential.

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5. CONCLUSIONS

a. The proposed operation can be supported with the existing CA organization under any of the courses of action being considered.

b. Course of action 1 can best be supported and its adoption is recommended.

c. Courses of action 2 and 3 do not allow for a rapid advance and permit Aggressor to employ scorched-earth tactics, thus increasing the required support from military sources.

d. Military medical units should be designated and alerted to assist in controlling the typhoid epidemic in BRAVO or in countering biological operations.

/s/Jones
JONES
G5

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★Example C-9. Intelligence Estimate, Field Army

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G2 Section, 1st (Allied) Army

KILO (NF3275), TURKEY

230830Z June 19__

INTELLIGENCE ESTIMATE NO 3

Reference: Map, Series M319, WESTLAND, sheet BRAVO and INDIA,
Edition 2, 1:500,000.

1. MISSION

30th Army attacks 20 July, secures an area sufficient to support future operations to the north, and prepares to conduct subsequent offensive operations in the direction of OSCAR.

2. THE AREA OF OPERATIONS

Annex A, Analysis of the Area of Operations No 2.

3. ENEMY SITUATION

a. Dispositions. Annex B, Situation Overlay.

b. Composition. Enemy forces opposing us consist of elements of Army Gp ST LAURENCO.

(1) Units identified are—

(a) 13th Comb Arms Army

11th Mech Div

47th Mech Div

71st Mech Div

22d Tk Div

24th Tk Div

(b) 48th Comb Arms Army

231st Mech Div

307th Mech Div

311th Tk Div

312th Tk Div

(c) 21st Comb Arms Army

156th Mech Div

157th Mech Div

201st F Mech Div

(d) 16th Tk Army (north of RED RIVER): (number, types, and location of units unknown).

(2) Unidentified units, assignment unknown are—

One mechanized division (vicinity of VICTOR (GN0180) not shown on map).

One tank division (vicinity of PAPA).

One combined arms army (west of OSCAR): (number, types, and location of units unknown).

(3) The estimate is that the artillery supporting these forces is the normal organic divisional and army artillery. In addition, elements of an artillery division have been reported in the area. Aggressor 15th Air Army is supporting ground forces in our area.

c. Strength.

(1) Committed forces. We are opposed immediately by seven mecha-

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nized divisions. The estimate is that these divisions are supported by their organic artillery and by 27 battalions of nondivisional artillery, two 240-mm mortar battalions, two 240-mm medium rocket-launcher battalions, two guided-missile brigades, and an unknown number of very heavy artillery and free-rocket (nuclear) units.

(2) Reinforcements. Reinforcements available to the enemy for commitment in our zone are—

(a) Unidentified mechanized division vicinity of VICTOR (GN0180).

(b) 311th and 312th Tk Div south of KILO (MH9090).

(c) 201st F Mech Div vicinity of SIERRA (LH1050).

(d) 22d Tk Div vicinity of UNIFORM (KH7020)

(e) 24th Tk Div vicinity of DELTA (JG8080).

(f) Unidentified tank division in vicinity of PAPA(***)

(g) 16th Tk Army north of the RED River.

(h) Unidentified combined arms army west of OSCAR.

(3) Air. 9th TAF estimates that enemy air strength available to support forces opposing us consists of 100 fighter aircraft, 100 ground attack aircraft, and 50 bombers.

(4) Nuclear. The estimate is that for the next 30 days Aggressor Army Gp ST LAURENCO has available for tactical use from 45 to 60 nuclear weapons, ranging in yields from 2 KT to 500 KT, delivered by artillery, guided missiles, free rockets, and aircraft as well as prepositioned during defense and retrograde operations.

d. Recent and Present Significant Activities.

(1) The enemy has constructed a substantial number of fortifications and barriers in the BLUE and WHITE Valleys.

(2) Airphotos and patrol reports indicate that the enemy occupies well dug-in positions along the line of contract and continues to improve his positions daily.

(3) Personnel crossing into our battle area report and airphotos confirm the presence of a considerable number of fortifications and obstacles in the RUFF Mountain passes.

(4) The enemy continues to patrol actively the forward edge of the battle area in the vicinity of GOLF (***).

(5) For the past 30 days, no change in volume and direction of traffic across the RED River bridges has been observed. Railroads as far south as MIKE (MG6060), ECHO (MG0150), and TANGO (LG8040) are being used for the transportation of enemy supplies and personnel.

(6) Latest PW interrogation reports indicate that enemy guided-missile units have recently moved into the vicinity of TANGO XRAY (MG4060), and YANKEE (MH5000). No reports from friendly units of missile firings have been received.

(7) Air reconnaissance reports indicate the presence of a considerable number of well-dispersed enemy supply installations in the vicinity of PAPA, NOVEMBER (MH1000), and QUEBEC (MH9020).

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(8) Enemy reserve units are well dispersed and apparently shift positions at short and nonuniform intervals.

(9) Registration of very heavy artillery has occurred along the present forward edge of the battle area at infrequent intervals.

(10) Defensive positions and barriers have been constructed or are being constructed as shown on overlay 1.

(11) Continuing work appears to be in progress on railroads and roads in enemy territory.

(12) PW state that an amphibious training school has been established in the vicinity of UNIFORM.

(13) During the past 2 weeks, air observers have observed approximately 20 landing craft, similar to LCM's, operating daily in the vicinity of UNIFORM. Naval intelligence estimates that craft presently at UNIFORM can lift approximately one mechanized regiment. Reports indicate, however, that efforts are being made to assemble additional craft to permit the lifting of one mechanized division.

(14) Reliable agencies report that the Aggressor 13th Army suffered many casualties in personnel and equipment during the recent offensive. These agencies estimate that the units of this army are about 60-percent effective.

(15) Reliable agencies report that replacements recently received by the Aggressor 21st Army are poorly trained, the majority coming from homeland security units. Apparently 21st Army is concerned with rehabilitating its divisions and improving the barriers and fortifications in the RUFF Mountains.

(16) The enemy has infiltrated guerrilla forces into our rear areas. Small guerrilla forces have attacked supply installations and convoys twice in the vicinity of LIMA (NF2080) and GOLF in the past 4 days. A large guerrilla force has virtual control of the WHISKEY (MF6030) area.

(17) The enemy has manufactured large quantities of chemical agents and has stored them in strategic locations. No movement of stocks into this theater has been reported.

(18) The enemy has been impressing civilian labor to work on fortifications and barriers in the RUFF Mountains.

e. Peculiarities and Weaknesses.

(1) Personnel. Surrender and desertion rates are high in many enemy units. Morale is low and replacements are poorly trained.

(2) Intelligence. The enemy's principal information-gathering means have been light aircraft and ground patrols. His electronic security weakness, exploitable by signal intelligence and reconnaissance, presents invaluable areas for electronic countermeasures.

(3) Operations. The east (right) flank is assailable especially by means of an amphibious envelopment. Although reserves (156th Mech Div) are available to extend this flank, the belief is that positions along the SMOOTH Sea have not been prepared. Apparently the Aggressor 21st

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Army's commitment is to rehabilitate and train its divisions and to improve barriers and fortifications in the RUFF Mountains. The estimate is that the 21st Army is not prepared for offensive action at present.

(4) Logistics. Supplies are apparently adequate for conduct of either offensive or defensive operations. Apparently during the past month a shortage of truck transportation and an increased dependence on movement of personnel and supplies by rail have occurred.

(5) Personalities. General of Army August REISS, recently arrived in the theater and reputedly an expert on mountain operations, has assumed command of the Aggressor 21st Army.

4. ENEMY CAPABILITIES

a. Enumeration.

(1) Attack now along the forward edge of our battle area with forces in contact, supported by one tank division and artillery, air, and nuclear weapons.

(2) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction of GOLF—INDIA (***).

(3) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction of GOLF—INDIA. (MF120).

(4) Attack now with forces in contract, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction HOTEL (LF6090)—JULIETT (LF6050)—ALFA.

(5) Attack our east flank with an amphibious force of approximately one mechanized regiment in conjunction with either capability (1) or (2) above.

(6) Continue current defense with forces in contact, supported by one tank division and artillery, air, and nuclear weapons.

(7) Delay in successive positions to the RUFF Mountains.

(8) Withdraw to the RUFF Mountains or to the RED River at any time.

(9) Reinforce the attack or the defense with all or part of the following units at the places and times indicated:

Unit	Place	Time
156th Mech Div south of KILO	Vic HIKE	8 hours after starting movement
201st F Mech Div vic SIERRA	Vic ECHO	9 hours after starting movement
	Vic HOTEL	11 hours after starting movement
* * *	* * *	* * *
Unidentified mechan- ized division vic VICTOR	Vic ECHO	15 hours after starting movement

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Unit	Place	Time
Unidentified tank division vic PAPA	Vic ECHO	4 hours after starting movement
	Vic HOTEL	7 hours after starting movement
16th Tk Army north of RED River	Vic YANKEE	Within 1 day
Unidentified army (comb) west of OSCAR	Vic YANKEE	Within 5 days

(10) Employ chemical agents within our section at any time.

(11) Based on an estimated strength of 100 fighters, 100 ground attack aircraft, and 50 bombers, attack our area with a maximum of 200 fighter, 200 ground attack, and 50 bomber sorties daily.

(12) Employ within our sector at any time an estimated 45 to 60 nuclear weapons, ranging in yields from 2 KT to 500 KT, delivered by air, guided missiles, free rockets, and very heavy artillery. The enemy can also preposition nuclear weapons.

(13) Employ guerrilla forces in our rear area either alone or in conjunction with the capabilities enumerated above.

b. Analysis and Discussion.

(1) Attack along the forward edge of our battle area.

(a) The following indicate rejection by the enemy of this capability:

1. Troops along the forward edge of the battle area are well dug in and are defending stubbornly.

2. Defensive positions and barriers in the RUFF Mountains are being improved daily.

3. Terrain is not favorable for an attack along the forward edge of the battle area.

(b) Except for patrol and guerrilla activity in the vicinity of GOLF there are no indications of adoption of this capability.

(2) Attack in the direction GOLF—INDIA.

(a) The following indicate adoption of this capability:

1. Patrols have been particularly active in the GOLF area.

2. Guerillas have been active in the GOLF and LIMA areas.

3. GOLF—INDIA is one of the most favorable avenues of approach.

4. Forward troops and reserves are favorably disposed to support an attack on this axis.

(b) An attack along the GOLF—INDIA avenue of approach can be supported by an amphibious envelopment of our east flank by a force of approximately one mechanized regiment.

(c) If the enemy succeeds in capturing GOLF, he will have an excellent chance of retarding our future operations. This will afford excellent approaches to INDIA, a city of considerable political and logistic importance.

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(3) Attack in the direction of GOLF—ALFA.

(a) The following indicate adoption of this capability:

1. It uses one of the most favorable avenues of approach.
2. Forward troops and reserves are favorably disposed to support an attack on this axis.
3. Patrols and guerillas have been active in the vicinity of GOLF.

(b) An attack on this axis, if successful, would offer a good chance of retarding our future operations and splitting our forces.

(4) Attack in the direction HOTEL—JULIETT—ALFA.

(a) The following indicate adoption of this capability:

1. It uses a good avenue of approach.
2. It is the shortest distance to ALFA and is astride an excellent road. It leads into an area in which we have the least defensive depth and, if successful, would split the 30th Army and the 1st (Allied) Army.

(b) An attack on this axis, if successful, would turn our west flank and afford the enemy an excellent opportunity to capture the important port of ALFA.

(5) Attack by an amphibious force to envelop our east flank.

(a) The following point toward rejection of this capability:

1. The enemy has only recently initiated amphibious training, and reportedly the capability of troops being trained is limited.
2. The enemy has sufficient craft to lift only one mechanized regiment at present. Landing craft are not available to reinforce any amphibious landings attempted. Efforts are being made to assemble more landing craft.

(b) It is doubtful that the enemy will attempt an amphibious attack with the craft presently available. In addition, the present status of amphibious training of enemy troops is low.

(6) Continue current defense.

(a) The following point toward adoption of this capability:

1. The enemy has constructed numerous fortifications and barriers and is improving present defensive positions daily.
2. The enemy is organizing defensive positions in depth, which is characteristic of his defensive doctrine.
3. Enemy units have suffered numerous personnel casualties and heavy destruction of equipment. Replacements are substandard and poorly trained.

(b) Terrain in present position is generally more favorable for defensive action.

(b) Enemy units in contact are disposed to favor continuation of defense along present forward edge of the battle area. Reserves are disposed to add depth.

(7) Delay. The only indication of enemy delay on successive positions is the construction of fortifications and barriers in the RUFF Mountains; however, these positions can also be considered as deepening of the pre-

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sent defense position. This is characteristic of his organization of successive defensive positions.

(8) There are no indications of withdrawal.

(9) The location of the mechanized divisions in the RUFF Mountains is an indication that all or part of these units may be used to reinforce whatever capability the enemy chooses to adopt; however, because of the low status of training and the poor quality of the personnel, it is doubtful that these units will be committed early. There are no indications that either the Aggressor 16th Tk Army north of the RED River or the unidentified combined arms army west of OSCAR will reinforce enemy troops in our sector at present.

(10) Guerrilla forces have been operating in the vicinity of GOLF and LIMA. They have virtual control of the WHISKEY area. Expectedly the enemy will continue to establish and operate such forces in our rear area.

(11) Air attack is a continuing threat. All or part of the available air can be concentrated in our area. The logical assumption is that all capabilities will have concurrent air support.

(12) Nuclear. Enemy nuclear attack is a continuing threat. Guided-missile units have recently moved into the area. Registration of very heavy artillery has occurred at infrequent intervals. The enemy is estimated to have from 45 to 60 weapons available for use in our areas; therefore, the assumption must be that nuclear weapons will be employed against lucrative targets.

(13) Chemical. There are no indications that the enemy will use chemical agents, with the possible exceptions of smoke and flame.

5. CONCLUSIONS

a. Probable Courses of Action.

(1) Continue current defense, supported by artillery, air, and nuclear weapons concurrent with the continued employment of guerrillas in our rear area.

(2) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in directions:

(a) GOLF—INDIA.

(b) GOLF—ALFA.

(c) HOTEL—JULIETT—ALFA.

★(3) Employ guerrilla forces in our rear areas either alone or in conjunction with the capabilities enumerated above.

b. Vulnerabilities.

★(1) Limited capability to defend east (right) flank.

★(2) Impaired defensive capability because of 60-percent combat effectiveness, low morale, and poorly trained reserves.

/s/Grossbak

GROSSBAK

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Annexes A—Analysis of the Area of Operations No 2 (omitted)

B—Situation Overlay (omitted)

Distribution: B

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★Example C-10. Civil-Military Operations Estimate, Field Army

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G5 Section, 1st Army

ENTRIT (CA3070), CELEA

051400Z August 196__

CIVIL-MILITARY OPERATIONS ESTIMATE NO. 3

Reference: Map, Series 34 (CELEA), Sheets 10 and 11 (ALFA, BRAVO),
Edition 01, 1:500,000.

1. MISSION

1st Army attacks 9 August, secures high ground north of ALFA and BRAVO, and prepares to continue attack north to the CELEAN Mountains.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations.

(a) The zone of advance is characterized by gently rolling terrain sloping down to the GREEN River, then gradually rising toward the foothills of the CELEAN Mountains to the north. The area is predominantly rural, with a pattern of small farms clustered around villages that serve as market centers and trading posts. There are two cities, ALFA (***) (population 20,000) in the west and BRAVO (***) (population 50,000) in the east at the confluence of the GREEN and the WHITE Rivers. ALFA is primarily a commercial center with some light industry, such as food-processing and fertilizer plants. BRAVO is a major communications and transportation center and is the site of two major oil refineries.

(b) Outside BRAVO, the population's primary concern is its agricultural pursuits; and, though quite nationalistic, the population has little interest in politics and ideologies. The population resents Aggressor's attempts at collectivization and political indoctrination and his repressive measures to enforce crop delivery quotas. Our forces should be welcomed as liberators from such measures. However, the population will probably equally resent coercive governmental actions. Some disaffection among the laboring class in BRAVO may be expected because of Aggressor PSYOPS and recent cooperation between this group and Aggressor authorities.

(c) The area not only will be self-sufficient in food but will have a surplus to support other current and future civil-military operations, provided Aggressor does not successfully pursue a scorched-earth policy. Sufficient personnel are in the area to carry on the normal civil functions. However, many able-bodied males either are in the military service or are harvesting crops, thus preventing the divergence of any significant numbers for labor in support of military operations except in the immediate vicinity of BRAVO.

(d) No significant number of refugees is known to be in the area. Expectedly, most civilians, particularly the populations of ALFA and BRAVO, will flee temporarily during combat, but will return to their homes shortly thereafter. The number who remain refugees will depend on the extent of destruction caused by combat. Aggressor has brought in approximately 10,000 displaced persons: some 5,000 work in the oil refineries and railyards in BRAVO; the remainder dispersed throughout the area work as farm labor.

(e) The oil refineries in BRAVO have been bombed, and the bridges across the GREEN River have been destroyed; otherwise, the area has

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suffered relatively little war damage to date. For the most part, public facilities required for essential functions are still operable.

(f) BRAVO is the provincial capital. Aggressor has appointed provincial, municipal, and local officials. The government is highly centralized, and party cadres at all echelons control all political activity and insure carrying out government edicts.

(g) A sizeable typhoid epidemic is reported in BRAVO. Civilian medical facilities and physicians are limited and are hampered by a severe shortage of medical supplies.

(h) Key population groups in the area are the trade unionists in the population centers and those followers of the Orthodox religion in the rural area. Key communicators are members of the union leadership and the church hierarchy. Union leadership has cooperated with Aggressor authorities during occupation by Aggressor forces, and most union leaders were involved in Aggressor-supported disruptions before the war. Few union officials favoring the allied cause have support among the unionists. The pro-CELEA attitudes of church officials have been reinforced by Aggressor oppression, and the Orthodox Church can be counted upon for vigorous and effective support of allied efforts in the rural areas.

(i) A state-owned 50,000-kilowatt radio station is situated in BRAVO where broadcasting occurs on a limited schedule. Newspapers (trade union-owned) were published in BRAVO and ALFA before January of this year. Limited printing facilities still exist.

(j) Literacy rate of the indigenous population is estimated at 65 percent in the Celean language.

(2) Enemy strength and dispositions.

(a) Intel Est No 1.

(b) Annex A, Analysis of Enemy Psychological Vulnerabilities.

(3) Enemy capabilities.

(a) Intelligence Est No 1.

(b) The use of a nuclear weapon against BRAVO may be anticipated both to delay our advance and to destroy the oil refineries and the city's usefulness as a base for future operations. However, the bulk of the population probably will have fled before such destruction occurs.

(c) Aggressor can be expected to pursue a scorched-earth policy as he withdraws. The population will bitterly resist this effort, and friendly partisan activity will impede it. The degree of destruction will depend on the speed of our advance.

(d) Enemy PSYOP will find refugees a lucrative target if adequate control and support are not provided by military or civil authorities.

b. Tactical Situation.

(1) 1st and 2d Corps are presently on line opposite Aggressor positions on Hill Complexes 320 (***) and 237 (***). 3d Corps initially not committed.

(2) Possible courses of action.

(a) Course 1. 1st Army attacks early 9 August, using nuclear

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weapons to penetrate Aggressor defenses and to exploit in the direction of ALFA—Hill 519 (***). 1st Corps makes main attack.

(b) Course 2. 1st Army attacks early 9 August, with the 2d Corps making main attack in the direction of Hill Complex 237 (***). 1st Corps makes supporting attack in direction of Hill Complex 320 (***).

(c) Course 3. 1st Army attacks early 9 August, with the 1st Corps making main attack in the direction of Hill Complex 320 (***). 2d Corps makes supporting attack in direction of Hill Complex 237 (***).

(3) Next anticipated army operation is an attack on CELEAN Mountain line. Present area of operations, particularly the highway and rail network in the eastern sector of zone, is essential as a combat service support base for this operation.

c. Personnel Situation.

(1) Admin/Log Order 2.

(2) Proposed rotation plan, if approved, will entail loss of experienced PSYOP and CA personnel. A minimum of 1 month's area orientation is considered essential before replacements become fully effective.

d. Logistic Situation.

(1) Admin/Log Order 2.

(2) Priority of army transportation support to 2d Corps will limit civilian relief supplies that can be moved from depot stocks to 1st Corps zone. Supply point distribution, using civilian transportation, will be employed to the extent consistent with available transportation, POL, and obtainable road priorities.

(3) Refineries in BRAVO and supporting pipeline facilities will be rehabilitated as soon as possible to ease the burden on sea transportation and port facilities.

e. Civil-Military Operations Situation and Nature of Operations To Be Supported.

(1) U.S. policy is to treat CELEA as a liberated country. U.S. military forces will exercise governmental authority until the government-in-exile can be effectively reestablished and national sovereignty can be restored in accordance with existing CA agreements. 1st Army probably will relinquish control of this area to Celean authorities in approximately 4 months.

(2) Because Aggressor resistance is expected to consist largely of successive delaying actions, our own advance should cause limited damage. However, if the enemy defends strongly at the GREEN River line, extensive local damage can be expected from our artillery preparations and bombardment, to include the possible use of nuclear weapons to force a crossing.

(3) Plans to use the area as a combat service support base for the assault on the CELEAN Mountain line will require immediate clearance and restoration of public transportation facilities, to include GREEN River crossings.

(4) The 20th CA Bde, with assigned battalions and functional teams, provides CA command and control to support the operation. Functional specialists, particularly public health and public works and engineering personnel, are limited.

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(5) The 2d PSYOP Bn with assigned companies provides PSYOP support for the operation. One additional team will be required from theater army assets to direct operation of the radio station at BRAVO.

(6) Aggressor's policy of scorched-earth and his willingness to use nuclear weapons on his own built-up areas to hinder our advance provide PSYOP themes that can be exploited tactically and against the indigenous population, providing U.S. forces do not plan nuclear retaliation.

(7) Theater policy prescribes a 1,500-calorie-per-day minimum ration for civilians. Relief supplies in depots are adequate to alleviate undue hardship until the normal food distribution system is restored. However, transportation to move supplies to forward areas is limited. Medical supplies that can be diverted to the civilian population are extremely limited.

f. Assumptions.

(1) Aggressor-appointed officials will flee as Aggressor withdraws.

(2) Adequate numbers of capable leaders for initial appointments can be found among friendly partisans, returning refugees, and previously elected officials and business leaders who are currently imprisoned or are working as common laborers.

(3) Aggressor will depict U.S. forces as rapists, pillagers, and exploiters who intend to secure control to serve their own ends. Planted agents disguised as U.S. soldiers will commit felonious acts to foment disaffection.

(4) Aggressor scorched-earth activities will be only moderately successful because of population resistance, partisan activity, and the speed of our advance.

(5) Food-processing plants will be destroyed, and the transportation network for farm-to-market distribution will be severely damaged.

(6) U.S. military forces, assisted by local labor, will undertake the immediate decontamination and restoration of the refineries, key public works, and transportation facilities in BRAVO to improve combat service support capabilities for future operations.

g. Special Factor. Aggressor can use biological agents to contaminate the water supply and to destroy the usefulness of the area as a source of food supply; he has not done this to date. His use of these agents would magnify civilian supply problems, and all CA units would require public health augmentation to prevent epidemics and the spread of disease. Public health teams from 20th CA Bde, in coordination with CBRE of subordinate command, can assist Celean authorities in prevention or early detection of biological attack.

3. ANALYSIS

a. Government Functions.

(1) Public administration. Course 1 will result in initially bypassing sizable Aggressor elements. Establishment of effective CA control will be delayed until clearing operations are substantially complete. However, the speed of advance that course 1 promises should prevent Aggressor's rounding up and deporting those persons likely to be useful as appointed officials under CA. Either course 2 or course 3 will result in Aggressor's clearance from the zone as the advance progresses, and CA units can establish control immediately in the wake of combat. However, the relatively slow speed of advance, particularly

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(1) Displaced persons, refugees, and evacuees.

(a) Aggressor's capability to interfere with our military operations by directing refugees and displaced persons into our lines and using nuclear weapons against densely populated areas may create special problems.

(b) The military commander will direct handling and evacuation of displaced persons. Secondary routes must be designated for the movement of refugees and displaced persons to minimize interference with operations. PSYOP will assist.

(c) The standard of care will be that required to prevent disease and unrest, which prejudice the military mission. Within the capability, refugees will be screened to determine their status and potential as an intelligence source.

(d) Colean authorities will not be burdened with care of non-Colean displaced persons.

(e) Course 3, with the zone of advance through a heavily populated sector, will create a large number of refugees. Control problems will be severe because MSR's to support the main attack will pass directly through the areas where the refugees are anticipated. The main attack in course 2 passes through a sparsely populated area, and few refugees should be anticipated. If course 1 is successful in forcing Aggressor to withdraw without extensive combat, there is an excellent chance that the bulk of the population, to include the displaced persons, will stand fast.

(2) Arts, monuments, and archives. No special problems.

(3) Religion. See para 2a(1)(h) above.

e. PSYOP.

(1) Enemy. The rapid exploitation of course 1 is expected to leave pockets of enemy forces cut off from retreat to the CELEAN Mountains. Considering the declining state of enemy morale identified in Intel Est No 1, PSYOP should be effective in decreasing resistance in this situation. This is particularly true of the 149th and 67th Div. The dynamic leadership in the higher levels in the Aggressor force makes them much less susceptible to PSYOP attack when their lines are intact.

(2) Exploitation. PSYOP teams will continue to work with intelligence, CA, and military police elements to identify PW, defectors, refugees, and others suitable for psychological exploitation.

(3) Civil information. Particular attention should be given to counteracting the effects of Aggressor PSYOPS and the cooperation of some groups with Aggressor authorities on the Colean populace. Restoration of the mass communication facilities in BRAVO will greatly assist in the control of the populace. A PSYOP team KB, fixed radio, should be requested from theater army to direct the rehabilitation and operation of the 50-kilowatt station at BRAVO. 2d PSYOP Bn mobile radio equipment can be used initially to direct the civilian populace but lacks the credibility of an ostensibly indigenous station. Information sources will stress the speedy resumption of control by the CELEAN Government and the temporary nature of allied control in this area. Effective measures to restore normal civilian activities and to rebuild combat-damaged facilities will be featured, with emphasis on participation in these

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efforts by CELEAN Government officials. Aggressor atrocities against individuals who were popular in the area will be given attention.

(4) Refugee control. Psychological preparation of the populace in ALFA and BRAVO can reduce but not eliminate interference by refugees with our operations. PSYOP media can assist in control of refugees and DP.

4. COMPARISON

a. Course of Action 1.

(1) Advantages.

(a) The rapid exploitation may cause Aggressor to evacuate without extensive combat, which would, of course, facilitate CA and all other operations.

(b) Combat power will be concentrated against the Aggressor 149th and 67th Div that are most vulnerable to friendly PSYOP.

(c) The axis of advance will avoid the built-up areas in the east, thereby easing public safety and refugee control problems and enhancing cooperation of the populace.

(d) The axis of advance will avoid the epidemic areas in BRAVO.

(e) The speed of advance should prevent extensive Aggressor scorched-earth activities and the deportation of persons likely to aid our cause.

(f) Rapid and disorganized withdrawal of enemy increases their susceptibility to friendly PSYOP.

(g) PSYOP should be able to assist in removing significant numbers of enemy troops from combat with decreased friendly loss.

(2) Disadvantages.

(a) Bypassing sizable Aggressor elements will delay establishment of effective CA control and use of mass communication facilities.

(b) The refineries in BRAVO and key transportation facilities will remain under Aggressor control until either the zone is cleared or Aggressor withdraws.

(c) Labor available to support military operations will be limited.

(d) Planned use of nuclear weapons will provide increased opportunities for enemy PSYOP to jeopardize U.S. relations with NEUTRALIA.

b. Course of Action 2.

(1) Advantages.

(a) Clearing the zone as the advance progresses will permit establishment of effective CA control immediately in the wake of combat.

(b) The axis of the main attack is to the west, and the MSR's that support the main attack will not pass through expected lines of drift of refugees, thereby easing public safety and refugee control problems.

(c) The axis of the main attack will avoid the epidemic area in BRAVO.

(d) Pressure on Aggressor in the agrarian areas will hinder Aggressor scorched-earth activities.

(2) Disadvantages.

(a) The relative slowness of advance expected as compared with course 1 will give Aggressor more opportunity to employ scorched-earth tactics and carry out deportation programs despite combat pressure.

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in the case of course 3, will permit Aggressor's deporting prominent persons at will.

(2) Public safety.

(a) Remarks concerning reestablishment of civil government ((1) above) are pertinent to the restoration of law and order.

(b) The principal public safety problem will be controlling civilian traffic and keeping refugees from hindering combat and combat service support operations. This problem will become most acute if course 3 is pursued because this course is likely to involve extensive combat in built-up areas.

(3) Public health. Either course 1 or course 2 will avoid any immediate substantial exposure of our troops to the typhoid epidemic in BRAVO. Course 3 will expose our forces to the epidemic, and any heavy fighting in and around BRAVO will also result in stricken persons fleeing the area and thereby spreading the disease. Because of the limited number of public health teams available, CA units may experience considerable difficulty in controlling the epidemic and will probably require military medical unit support. In addition, course 3 is also likely to result in a large number of civilian casualties requiring emergency treatment.

(4) Labor. Either course 1 or course 2, with the axis of advance through the sparsely populated, agrarian western sector of the zone, will uncover only a limited supply of labor to support operations. Course 3, with the main attack through the more populous eastern sector of the zone, should uncover an ample supply of labor. However, the damage to public facilities that may occur during course 3 will also increase the requirements for labor to restore minimum essential civilian facilities.

(5) Tribunals. No special problems.

(6) Public welfare. No special problems.

(7) Public finance.

(a) Aggressor's capability to gain possession of U.S. military payment certificates, to introduce counterfeit currencies, and to encourage black-market operations by purchase of short-supply items requires appropriate countermeasures.

(b) Unauthorized practices must be prevented to protect the value of currency.

(8) Public education. No special problems.

(9) Civil defense. No special problems.

b. Economic Functions.

(1) Economics and commerce.

(a) Because of extensive supply requirements for military operations, military assistance in the combat phase must be limited to preservation measures and that degree of economic rehabilitation which will assist military operations.

(b) In the postcombat phase, military effort may be directed toward restoration.

(c) Price control and rationing are the responsibilities of Celean authorities to the degree that they can function effectively.

(d) Course 3, with the main attack in the east, should bring the

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refineries in BRAVO under our control in the early stages of the operation. However, either course 1 or course 2, if successful, may force Aggressor to evacuate BRAVO, thereby accomplishing the same result. Extensive destruction of refinery facilities by Aggressor is anticipated regardless of which course of action is pursued.

(2) Food and agriculture. The speed of advance of course 1 should prevent Aggressor from carrying out wholesale destruction of crops and fields. Bypassed elements will probably be too concerned with their own defense to create extensive damage. Course 2 should apply sufficient pressures on Aggressor elements in the agrarian areas to prevent extensive, deliberate destruction. Both course 1 and course 2 will entail some combat damage to crops and fields. However, this should be relatively insignificant compared with the damage Aggressor can wreak if he goes unhindered. In course 3, forces will progress slowly and will apply slight pressure on Aggressor in the agrarian areas, thereby permitting him to destroy these areas at will.

(3) Civilian supply. Civilian supply requirements will be related directly to our success in preventing extensive Aggressor scorched-earth activity; therefore, the discussion concerning food and agriculture ((2) above) applies here. The critical civilian supply problem will be transporting relief supplies from army depots to forward areas. Course 3 will uncover the major highway and rail network and will increase our civilian supply capability in this respect. However, course 3 is likely to uncover a large number of refugees and will permit the enemy to inflict considerable destruction in populated areas, thereby increasing the civilian supply requirements.

(4) Property control. Procedures for property control include—

(a) Identification of ownership of Celean private property.

(b) Military use of Celean private property to the degree that a requirement therefor exists.

(c) Identification of property, both private and public, belonging to other than Celean owners (i.e., Aggressor owned, Allied owned, neutrally owned) for administration by the CA organization.

c. Public Facilities Functions.

(1) Public works and utilities. Aggressor's destruction of key installations and facilities, including public utilities essential to the operation of the refineries in BRAVO, is anticipated, regardless of which course of action is pursued. Damage to power generation and distribution facilities impacts on public health and the ability to utilize the 50-kilowatt radio station. Limited indigenous and CA unit capabilities require augmentation by U.S. Army Engineer units.

(2) Public communications. Early restoration of the communication facilities in the zone will greatly improve its value as a base for future operations. Course 3 will bring the majority of these facilities under our control in the early stages of the operation.

(3) Public transportation. The comments in (2) above are applicable to public transportation facilities.

d. Special Functions.

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(b) The direction of the main attack is away from the refineries in BRAVO and key transportation facilities and utilities, thus delaying the time that these facilities will come under our control.

(c) The main attack will uncover only a limited supply of labor to support operations.

(d) The supporting attack in the east will create refugee control problems on the MSR's in that area.

(e) Orderly withdrawal of the enemy reduces their vulnerability to our PSYOP.

c. Course of Action 3.

(1) Advantages.

(a) Clearing the zone will permit establishment of effective CA control immediately in the wake of combat.

(b) The main attack in the east will bring the refineries and utilities in BRAVO and the key transportation network under our control at the earliest time.

(c) The main attack will uncover an ample labor supply to support military operations.

(d) The main attack in the east will bring the information media of BRAVO under our control at the earliest time.

(2) Disadvantages.

(a) The slowness of the advance and the direction of the main attack will permit Aggressor to conduct scorched-earth and deportation activities relatively unhindered.

(b) Orderly withdrawal of the enemy reduces their vulnerability to our PSYOP.

(c) The direction of the main attack will expose our troops to the epidemic at BRAVO, and heavy combat in this area will result in the probable spreading of the disease.

(d) The main attack will cause sizable numbers of refugees, with possible hindrance to combat and combat service support operations.

(e) The main attack through the more populated area will increase civilian supply requirements.

d. Discussion.

(1) The overriding CA consideration is the extraordinary value of this area as a source of food supply. If this area comes to our control relatively intact, it will greatly ease civilian supply problems in this and future operations, with the consequent lessening of the burden on our combat service support system. The industrial facilities in BRAVO, while important, will require extensive rehabilitation before they can contribute to the support of military operations.

(2) The overriding PSYOP consideration is the facilitation of control of the populace to prevent interference with military operations. Of secondary importance, in this case, is the possibility of decreasing the enemy's combat efficiency.

(3) The typhoid epidemic in BRAVO or the advent of biological

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operations may require military medical units to assist in control. Military medical units should be alerted for this assistance.

(4) In view of the limited military supplies and transportation available to support CA activities, the course of action that permits use of civilian supplies available at centrally located sources is to be favored. Course of action 1 offers the best opportunity for a rapid advance and prevention of Aggressor's wholesale destruction of civilian food supplies. Courses 2 and 3 offer less opportunity for realization of the area's food supply potential.

5. CONCLUSIONS

a. The proposed operation can be supported with the existing CA and PSYOP organization under any of the courses of action being considered.

b. Course of action 1 can best be supported, and its adoption is recommended.

c. Courses of action 2 and 3 do not allow for a rapid advance but permit Aggressor to withdraw deliberately and to employ scorched-earth tactics. This reduces his vulnerability to PSYOP and increases the support required by the civil populace from military sources.

d. There is a typhoid epidemic in BRAVO and a possibility of biological operations within the area of operations. Medical units should be designated and alerted to assist in controlling and countering these problems.

e. This command has no assets to direct the operation of the civilian radio station at BRAVO. A fixed-radio team should be requested from theater army.

f. 20th CA Bde will require assistance from U.S. Army Engineer resources to repair anticipated damage to power system in BRAVO. An engineer construction battalion and two engineer utility detachments should be designated to direct support of 20th CA Bde on order.

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Annex: A—Analysis of Enemy Psychological Vulnerabilities
(omitted)

Distribution: C

NOTE: If the situation warrants, a separate civil affairs-psychological operations estimate would be prepared. In the above case, civil affairs and psychological operations considerations are included in the same estimate.

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★Example C-11. Psychological Operations Estimate, Field Army

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G5 Section, 30th (US) Army
 KILO (NF3275), WESTLAND
 190800Z June 19__

PSYCHOLOGICAL OPERATIONS ESTIMATE NO 3

Reference: Map, Series M319, WESTLAND, Sheets BRAVO and INDIA,
 Edition 2, 1:500,000.

1. MISSION

30th Army attacks 20 July, secures an area sufficient to support future operations to the north, and prepares to conduct subsequent offensive operations in the direction of OSCAR.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation.

(1) Characteristics of the area of operations. Analysis of Area of Operations No. 2; Westland PSYOP Area Study, May 19__.

(2) Enemy strength and dispositions. Enemy forces opposing us consist of elements of Army Gp ST LAURENCO.

* * * * *

(3) Enemy capabilities.

(a) Affecting tactical mission. Intel Est No 3.

(b) Affecting PSYOP activities.

1. Aggressor 13th Army is reported being 60-percent effective after suffering many casualties during the recent offensive.

2. Replacements recently received by Aggressor 21st Army are poorly trained; the majority came from homeland security units.

3. The enemy has infiltrated guerrilla forces into our rear areas. Small guerrilla forces have attacked supply installations and convoys twice in the vicinity of LIMA (NF2080) and GOLF since 16 June. A large guerrilla force has virtual control of the WHISKEY (MF6030) area. These irregular forces apparently have been recruited in the RUFF Mountain area and are not native to their area of employment.

4. Refugees and PW from the RUFF Mountain area are available for exploitation.

5. The enemy has been impressing civilian labor to work on fortifications and barriers in the RUFF Mountains.

b. Tactical Situation.

(1) Present dispositions. Operation Estimate No 3.

(2) Possible tactical courses of action.

(a) Course 1. Attack to secure the BLUE River line and Hill 2403.

(b) Course 2. Attack to secure the RUFF Mountains.

(c) Course 3. Attack to secure the RED River line.

(3) Projected operations. Initial operations will provide a sufficient base for offensive operations to the north toward OSCAR. Such offensive operations will be conducted on order and as soon as sufficient combat and combat service support has been built up.

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c. Personnel Situation.

- (1) Personnel Estimate No. 3.
- (2) There are no critical shortages of personnel that will affect PSYOP support of our operation.
- (3) Refugee and PW resources must be screened to provide native speakers of dialects in future target areas for use in propaganda development and testing.

d. Logistic Situation.

- (1) Logistic Estimate No 3.
- (2) Resupply of repair parts for PSYOP equipment, especially mobile radios and the TV transmitters, reduces effectiveness.
- (3) Twenty-pound bond paper is not available for the medium presses. Sixty-pound offset, which reduces effectiveness and increases transportation requirements, is being used.

e. Civil Affairs Situation.

- (1) Civil Affairs Estimate No 3.
- (2) Present dispositions of 20th CA Bde * * *.
- (3) The population of WESTLAND will, in general, be uncooperative initially. As our operations appear to be successful, large segments of the population may be persuaded to join or support us.
- (4) Enemy civilian personnel can be expected to influence our activities as follows:

- (a) Conduct guerrilla operations in our rear areas.
- (b) Engage in sabotage, espionage, and subversion.
- (c) Block major communication routes by directing refugees and displaced persons.
- (d) Engage in agitation propaganda in refugee and DP camps and population centers.

f. PSYOP Situation.

- (1) Disposition of PSYOP elements. Annex A.
- (2) Those territories south of the demarcation line between North and South WESTLAND will be treated as liberated territory. Theater has directed that US PSYOP will support the objective of enhancing the image of Government Republic of WESTLAND and lay a foundation for rebuilding the economy and institutions.
- (3) The area north of the demarcation line will be placed under military government. PSYOP will support these activities with a view to insuring eventual turnover to a provisional democratic government.
- (4) 16th PSYOP Gp requires indigenous personnel from all proposed areas of operations to assist in the preparation and dissemination of propaganda. Refugees and PW are most readily available from the RUFF Mountain area.

* * * * *

g. Assumptions.

- (1) Contemplated area of operations will remain under 30th Army control for 60 to 90 days before theater assumes control.

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(2) Psychological objectives for this area will remain as stated in the theater PSYOP policy and planning guide.

h. Special Factors. None.

3. ANALYSIS

a. Aggressor's 13th and 21st Armies are particularly susceptible to our PSYOP, especially when reinforced by strategic PSYOP under theater control. Annex B, Target Analysis, 13th, 48th, and 21st Comb Arms Armies.

b. Enemy propaganda can be expected to be directed principally at civilian targets with their own guerrillas a secondary target. This must be countered. Annex C, Target Analysis, Civilian Groups in Area of Operations.

(1) Groups in front of our lines may be prepared to resist our military government and refugee control efforts.

(2) Targets behind our lines will be encouraged to support enemy guerrillas and to interfere with our civil affairs and logistic activities.

(3) Enemy propaganda broadcasts will serve to improve the morale of guerrilla forces in our rear areas and these broadcasts can be expected to serve as an alternate means of communications.

c. Projected area of operations has adequate mass communication facilities to support military government and counter guerrilla activities. Some radio and TV stations and publication plants will require restoration; all will require supervision and control. The 16th PSYOP Gp and the 20th CA Bde resources are not adequate because of the extension of area under 30th Army control.

* * * * *

4. COMPARISON

PSYOP deficiencies and tactical courses of action are evaluated as follows:

a. Deficiencies.

(1) An adequate volunteer informant program to support counter guerrilla operations has not been devised.

(2) Supply levels of printing supplies and repair parts for mobile radio and TV equipment will preclude optimum support for the operation.

(3) Extension of the 30th Army's area of responsibility requires resources to support counter guerrilla populace control and civilian information programs not presently available. Additional resources must be obtained from theater. Requirements are identified in Annex D, Proposed Employment of PSYOP Resources.

b. Tactical Courses of Action.

(1) Enemy targets. Psychological vulnerabilities of forces defending RUFF Mountains are well developed. Adequate information is lacking on those forces expected to defend the BLUE River. Forcing the RUFF Mountain line will provide further psychological opportunities for an assault on the RED River. Vulnerability of enemy targets favors courses of action 2, 3, and 1 in that order.

(2) Counter guerrilla activities. The principal inducement for the civilian population to support enemy guerrilla forces is the belief that the Aggressor regime will return. Friendly successes are the basis for the most credible PSYOP in this area. Counter guerrilla efforts favor courses of action 3, 2, and 1 in that order.

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(PSYOP EST 3—30th Army)

(3) Control of civilian population. The civilian population can be expected to be most cooperative if they become convinced that we have been militarily and politically successful. However, adequate resources are not available to support extension of 30th Army control over large areas. Civilian control factors favor courses of action 1, 2, and 3 in that order.

* * * * *

5. CONCLUSIONS

a. PSYOP can support the mission.

b. Tactical course of action 1 (secure the BLUE River line and Hill 2403) can be supported most readily from the standpoint of resources, but does not provide as impressive a success for psychological exploitation. Course of action 2 (secure the RUFF Mountains) can be supported best. Course of action 3 (secure and defend the RED River line) provides the most exploitable PSYOP situation, but will exceed our support capability.

c. Deficiencies requiring the commander's attention.

(1) Counterguerrilla program.

(2) Resources for PSYOP support of counterguerrilla and civil information programs.

* * * * *

d. Recommend the adoption of course of action 2.

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Annexes: A—Overlay, Disposition of PSYOP Elements (omitted).

B—Target Analysis, 13th, 48th, and 21st Comb Arms Armies (omitted).

C—Target Analysis, Civilian Groups in Area of Operations (omitted).

D—Proposed Employment of PSYOP Resources (omitted).

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APPENDIX E

PROCEDURES AND TECHNIQUES IN THE PREPARATION OF PLANS AND ORDERS (STANAG 1001 and STANAG 2029)

Section I. GENERAL

E-1. Introduction

a. Combat plans and orders may be completely written, or they may make use of a graphic portrayal.

b. When graphic portrayal is used, the plan or order may be prepared with the graphic portrayal on an overlay or overprinted map as an annex (appendix, tab, inclosure) to the written portion, or with both the written portion and the graphic portrayal on the same overlay. See appendixes G and H for examples.

c. When used, an overlay or overprinted map complements the written portion of the order and promotes clarity, accuracy, and brevity by conveying instructions graphically. Operational items appropriately shown graphically on overlays or overprinted maps include boundaries, assembly areas, command posts, lines of departure, directions of attack, axes of advance, coordinating points, phase lines, objectives, fire support coordination lines, fire coordination lines, and limits of advance. Combat service support items appropriately shown include main supply routes, combat service support installations and facilities, straggler control measures, and traffic control measures. Any pertinent instructions and information that can be shown graphically are included in preference to use of the written method. However, the mission is always written, even if shown graphically on an overlay.

E-2. Fragmentary Orders

The purpose of fragmentary orders is to provide brief, specific, and timely instructions without loss of clarity. Elements normally found in a complete order may be omitted when these elements have not changed, are not essential to the mission, might delay or com-

plicate transmission, or are unavailable or incomplete at the time of issue. Fragmentary orders are prepared and issued by either general or special staff officers on command approval. An example fragmentary order is contained in appendix H.

E-3. Annexes, Appendixes, Tabs, Inclosures

a. *Annexes*. Annexes are lettered alphabetically in the sequence that they are mentioned in the basic order; for example, Annex C, Signal, to Operation Order 6 or Annex D, Transportation, to Administrative Order 7. Annexes are termed plans only when they are in fact plans (e.g., Annex D, Barriers, not Annex D, Barrier Plans). The staff officer responsible for the preparation of the combat order assigns letters to the annexes that are to accompany the order.

b. *Appendixes*. Additions that are necessary to amplify an annex are contained in appendixes numbered serially with Arabic numerals; for example, Appendix 1, Enemy Radio, to Annex C, Signal, to Operation Order 6. No format is prescribed; however, the five-paragraph operation order format is used when appropriate.

c. *Tabs*. Additions that are necessary to amplify an appendix are contained in tabs designated alphabetically in sequence; for example, Tab A, Principal Fixed Stations, to Appendix 1, Enemy Radio, to Annex C, Signal, to Operation Order 6. No format is prescribed; however, the five-paragraph operation order format is used when appropriate.

d. *Inclosures*. Additions that are necessary to amplify a tab are contained in inclosures numbered serially with Arabic numerals; for example, Inclosure 1, Hours of Operation, to Tab A, Principal Fixed Stations, to Appendix

1, Enemy Radio, to Annex C, Signal, to Operation Order 6. No format is prescribed; however, the five-paragraph operation order format is used when appropriate.

E-4. Identification of Succeeding Pages of the Plan or Order

Second and succeeding pages of plans, orders, annexes, etc., carry a short title identification heading including the number (or letter) designation and headquarters.

E-5. Signature and Authentication

a. The name and grade of the commander appear on all copies of the order. The original of a plan or order is signed by the commander or a specifically authorized representative. If the commander or authorized representative

signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the appropriate general staff officer is required on all subsequent copies of the plan or order.

b. When a command line and signature are required on annexes (para 8-10), procedures in *a* above apply. Copies other than the original, unless automatic reproduction is used (*a* above), are authenticated by the general staff officer having primary interest in the field of the annex; thus, G1 authenticates copies of a personnel annex to an administrative order, even though the G4 authenticates copies of the order itself. Appendixes, tabs, and inclosures are signed and authenticated in the same manner.

Section II. GENERAL TECHNIQUES

E-6. Use of Abbreviations

a. Abbreviations are used to save time and space if there is no loss of clarity. The use of abbreviations should be consistent throughout any plan or order and its annexes.

b. Except for abbreviations in common international use, e.g., mm (for millimeters) or adopted by international agreement, abbreviations normally are not used in any communication that is circulated for interallied use.

c. AR 320-50 contains detailed U.S. Army policy covering the use of abbreviations, a list of prescribed authorized abbreviations and brevity codes, and procedures for the use of abbreviations and brevity codes within the Department of the Army.

E-7. Classification

a. Classification of plans and orders is prescribed in AR 380-5.

b. Unclassified instructional or training material representing plans and orders may be marked _____ "For Training Other-

(Classification) wise Unclassified." (AR 380-5.) Another technique provides for showing only the word _____ " (Classification) " at the top and bottom of each

page of the simulated material. Actual classified material used for instructional purposes is handled and safeguarded as required by its actual classification.

E-8. Designation of Units

a. The numerical designation of any army or air unit is given in Arabic numerals as "21st Army Gp," "1st TAF," "3d (FR) Army," "2d Corps." Acceptable methods of abbreviating the full designation of units are as follows: 1/A/1-61 Inf (1st Plat, Co A, 1st Bn, 61st Inf); or 1/B/23d Sig (1st Plat, Co B (Fwd Comd), 23d Sig Bn); or, A/23d Avn (Co A (Airmbl), 23d Avn Bn). Ordinal numbers are used to abbreviate parent unit designations except for units organized under the combat arms regimental system (CARS), in which case cardinal numbers are used. Either a minus sign or the word "minus" indicating less than normal size, indicates the detachment of an organic unit only. Conversely either a plus sign or the words "plus" or "reinforced" indicate the attachment of a nonorganic unit.

b. *Task forces* may be designated by using the last name of the commander of the task force (TF Smith), or by using a code name

(TF SAWDUST), or by using a number (TF 17) (TF 1-61).

c. Communications zones may be named for their geographical location, e.g., China Communications Zone (CHICOMMZ). The headquarters commanding the communications zone is the theater army support command (TASCOM). It may be designated geographically, e.g., China Theater Army Support Command (CHITASCOM) or numerically, e.g., 130th TASCOM. Units subordinate to TASCOM are usually designated numerically, e.g., 30th Personnel Command (PERSCOM), 4th Area Support Group (ASGP).

d. Combat service support installations are designated as follows:

(1) *Depots* are designated by type, number, class or classes of supply, army, or portion of the communications zone. No class of supply for a field depot is indicated; however, a class of supply for the subdepots is indicated when located away from the field depot headquarters. "Dep 610, C1 II and IV, 30th Army," is an example of a designation of a subdepot located away from the field depot. Two depots are not designated by the same number.

(2) *Supply points* are designated by service, number, class or classes of supply, and organization or area supported, e.g., SUPPT 913, C1 V, 30th Army. Two supply points are not designated by the same number. A method of designating an ASP operating in two locations is "ASP 600 (Fwd) and ASP 600 (Rear)." When any ASP is designated as "Fwd," there should be a "Rear" shown.

(3) *Distribution points* are designated by class or classes of supply and organization. "C1 I DSP, 20th Inf Div," and "C1 II and IV DSP, 23d Armd Div," are examples of designations of distribution points.

e. When distinction between national forces of two or more nations is necessary, the distinguishing letters of the country are inserted between the numerical designation and the unit name, e.g., 3d (FR) Corps.

E-9. Designation of Places or Features

a. General.

(1) Geographical names of definite areas, cities, towns, rivers, mountains, and other

places that are named specifically on a map are printed in capital letters exactly as spelled on the map in use.

(2) Coordinates for a place or feature are shown the first time that the name appears in the order; thereafter, coordinates are repeated only as necessary for clarity.

b. Areas. An area normally is described by naming the northernmost point first and giving the remaining points in clockwise order. Positions are described from left to right, facing the enemy.

c. Roads, Tracks, and Railroads. Roads, tracks, and railroads are identified either by name or by sequence of points on the road; by names in the direction of movement; and, when there is no movement, by stating from left to right or rear to front, assuming that the person designating the road, track, or railroad is facing the enemy. All other lines are designated in the same manner.

d. Riverbanks. Riverbanks are described as compass points, e.g., "north," "east." When referring to an attack of a river line, the friendly shore is referred to as the near bank and the enemy shore is referred to as the far bank.

e. Boundaries. Boundaries delimit areas of action (including maneuver and fires) and areas of responsibility. They are designated by easily distinguishable terrain features in the sequence in which the features occur on the ground. Boundaries are described from rear to front during an advance and from front to rear in defense and retrograde. If generally parallel to the front, e.g., rear boundaries, they are described from left to right, facing the enemy. The description of a boundary states specifically to which unit or formation an area or a point is inclusive or exclusive.

E-10. Date and Time

a. Dates include the day, month, and year (6 August 19__). In stating a night, both dates are included (night 4-5 August 19__).

b. Date-time groups are expressed as indicated in FM 21-30. Terms such as "PM," "AM," "daylight," "dusk," "EENT," and "BMNT" are not used in lieu of date-time groups.

c. Whenever orders apply to units in differ-

ent time zones, either Greenwich civil time or the time in the zone specified by higher headquarters is used. Other than in operation and administrative orders, a letter expressing the time zone immediately follows the last digit of the group. In operation and administrative orders, time zone designations follow references in the heading of the order. For example, 062025Z Aug indicates 8:25 PM Greenwich civil time, 6 Aug _____. (See FM 101-10-1.)

d. When the date and the hour for beginning an operation are not specified in an order or plan, the following applies:

(1) The day on which the operation commences is known as D-day in English and J-day (Jour-J) in French. The system is therefore—

D-1	D	D+1	In English
J-1	J	J+1	In French

D-day (in English) or Jour-J (in French) is normally to be used for operations; and, where necessary, the code name of operations should be added, e.g., "OVERLORD D-DAY."

(2) When several operations are being mounted in the same theater and confusion may arise through use of the same day-designation for two or more of them, any other letter of the alphabet may be used with exception of the following letters:

(a) M, which is used only for general mobilization.

(b) H, which is used only for numbering of hours.

(3) The system for numbering hours and minutes in an operation is the same as that for days, but the letter H normally is used. The numbering of hours is—

H-1 hour, H-30 minutes, H-hour, H+30 minutes, H+2 hours, etc.

(4) When several operations are being mounted in the same theater and confusion may arise through the use of the same hour-designation (for example H-hour) for two or more of them, any other letter of the alphabet may be used with the exception of the following letters:

(a) M, which is used only for general mobilization.

(b) D and J, which are used only for numbering of days.

E-11. Direction

a. Directions are given as angles from true, magnetic, or grid north (the type of method used is always specified).

b. Compass points are used in place of the terms "left" and "right." If the situation indicates the advisability of including the terms "left" and "right," they are placed in parentheses immediately following the appropriate compass point.

Section III. OVERLAY TECHNIQUES

E-12. General

a. Overlay techniques involve the proper use of military symbols to portray in a condensed form plans, orders, and information concerning a military situation.

b. FM 21-30 is the basic doctrinal publication covering authorized military symbols for use in U.S. Army commands. This section applies the use of military symbols to the preparation of overlays and situation maps.

E-13. Relationship of Overlay to Written Portion

a. When the overlay and the written portion of the plan or order are separate documents—

(1) The overlay is an annex and requires a separate heading and ending only if distributed separately (para 8-10).

(2) A reference to the overlay annex is contained within the written portion of the order.

b. When the overlay and any written portion of the order are on the same piece of paper—

(1) A single heading and ending serve both the overlay and the written portion.

(2) No reference to the overlay is required in the written portion.

E-14. Overlay Techniques

a. *Use of Solid and Broken Lines.* When the

location of a unit or an installation or a coordinating detail (for example, assembly area or boundary) is in effect and will continue or is made effective by the order being prepared, the appropriate symbol is shown by solid lines. The symbol indicating a proposed or future location is shown by broken lines. The effective time of the proposal is shown, if known.

b. Objectives.

(1) An overlay normally shows objectives only for those units directly under the control of the headquarters issuing the plan or order. For example, objectives for battalions (companies) are shown on a division (brigade) operation overlay only if the battalion (company) is under division (brigade) control.

(2) Each objective shown is identified by a solid line "goose egg" containing the abbreviation "OBJ" and a number, letter, code name, or unit designation. No set system is established. *Sequence of numbering does not indicate priority or importance of the objectives to be secured.*

(3) An objective that a higher headquarters assigns may be given entirely to one subordinate unit or it may be divided. If divided, the objective may be shown graphically as separate objectives and numbered accordingly, or it may be divided into objectives by a boundary line. If divided by a boundary line, the boundary should be clearly definable on the ground.

c. Control Measures.

(1) Boundaries.

(a) In the offense, lateral boundaries extend beyond the objective far enough to coordinate the fires and actions required to secure and consolidate it. In the defense, lateral boundaries normally extend to the limit of the command's area of influence, which is based on the effective range beyond the forward edge of the battle area (FEBA) of weapon systems providing direct support fires for the command.

(b) So far as practicable, boundaries are based on terrain features that are clearly defined on both the map and the ground. Lateral boundaries are so drawn that individual avenues of approach are clearly inclusive to

the zone of a single unit (not split between adjacent units).

(c) A boundary is not required between a major unit and an armored cavalry or security or screening unit performing a reconnaissance mission on the major unit's flank (example H-1 shows the technique in this case). However, if an armored cavalry or a reconnaissance unit is used as an attack unit and is given an objective to secure, then a boundary between the major unit and the cavalry (reconnaissance) unit is required. Also, a boundary is placed between a flank unit and an armored cavalry or security or screening unit when the desire is to relieve the flank unit of responsibility for excessive area.

(d) Rear boundaries are habitually shown for divisions and higher echelons. They are normally shown in administrative orders and in operation orders.

(2) *Phase lines.* Phase lines are shown by solid lines drawn approximately perpendicular to the direction of advance (withdrawal). They are labeled "PL" and given a letter, number, or code name designation.

(3) *Lines of departure.* A line of departure may be a clearly distinguishable terrain feature or the position of the attacking unit at the time of attack. When a clearly distinguishable terrain feature is used, a solid black line labeled "LD" designates the line of departure. When the attack is to be launched from current positions, the phrase "Line of Departure is Line of Contact" is used (abbreviated LD/LC on the overlay and placed adjacent to the indicated friendly forward disposition (FFD) or forward edge of the battle area (FEBA)).

(4) *Direction of attack.* A direction of attack arrow is used to specify the direction of the main attack of a subordinate unit in order to coordinate closely a plan of maneuver (for example, in a counterattack). A direction of attack arrow should extend only as far as this form of control is essential to the overall plan. When a unit is directed to secure successive objectives with its main attack along a certain line, either one arrow extending through the objectives to the last objective or a series of

arrows connecting the objectives may be used (fig. E-1). The arrow should be used only

when necessary because it restricts the maneuver of the subordinate unit.

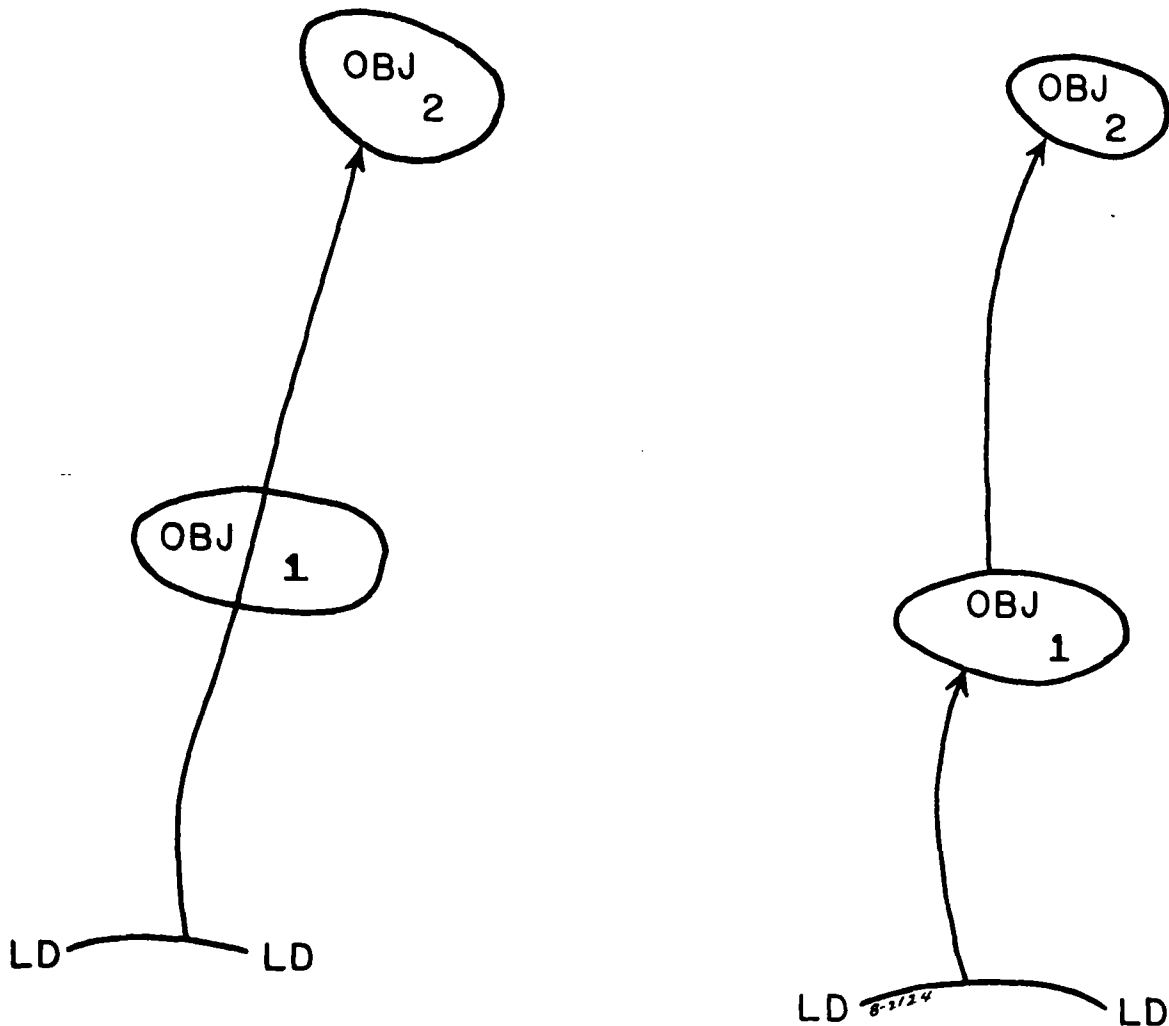


Figure E-1. Techniques in use of direction of attack arrow.

(5) *Axis of advance.* An axis of advance may be identified by a code name or by the designation of the unit that is to use it. Unit designation is used if there is a possibility of misunderstanding (fig. E-2). An axis of advance indicates the general direction of ad-

vance of a unit. A commander assigned an axis of advance may maneuver his troops and supporting fires freely to either side of the axis, provided he does not interfere with the maneuver of adjacent units.

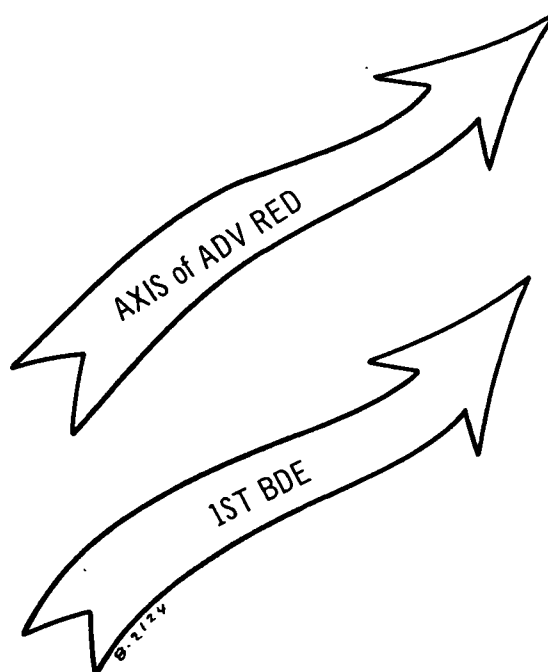


Figure E-2. Axis of advance, labeled.

(6) *Coordinating point.* A coordinating point is shown as a circle with an "X" in the center placed on a boundary. When on a specific line, it is appropriately labeled "FEBA," "GOP," otherwise, labeling is permissible but not required.

(7) *Checkpoint.* A checkpoint is shown as a circle containing a reference name, letter, or number centered over the coordinate location of the terrain feature being used. Normally, checkpoints are placed on a separate overlay annex to an order.

(8) *Contact point.* A contact point is shown as a square with the contact point number placed inside centered over the coordinate location of the point.

(9) *Link-up point.* A link-up point is shown as a circle with the number of the point to the right and a dot in the center of the circle. The dot is centered over the coordinate location of the link-up point.

d. Location of Units and Installations.

(1) *In the attack,* assault units are indicated by boundaries, line of contact (LC), unit symbols, and/or command post symbols (fig. E-3).

(2) *In the defense,* units on the FEBA are indicated by boundaries, coordinating points, and command post symbols. A trace of the FEBA may be provided as a guide (fig. E-4).

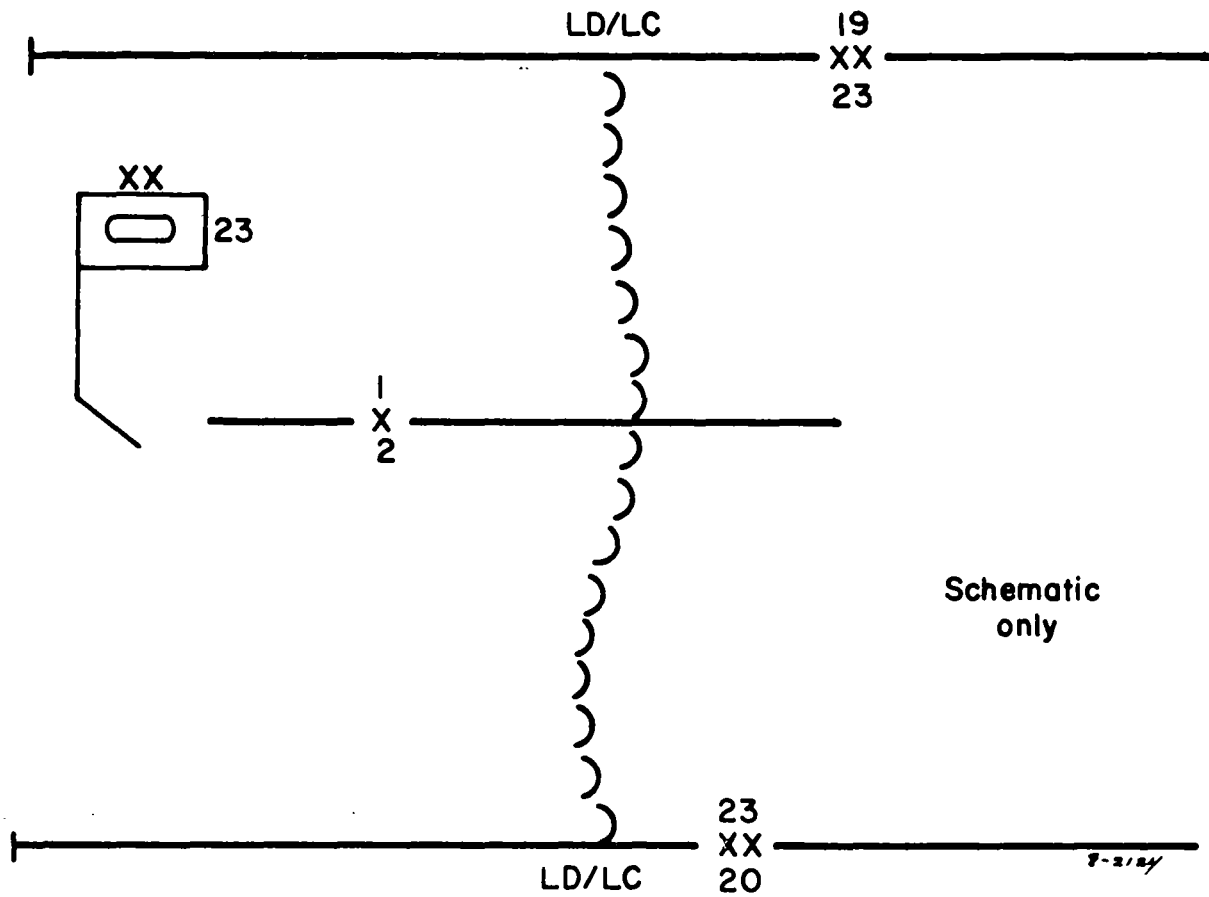


Figure E-3. Overlay portrayal, assault units, division in the attack.

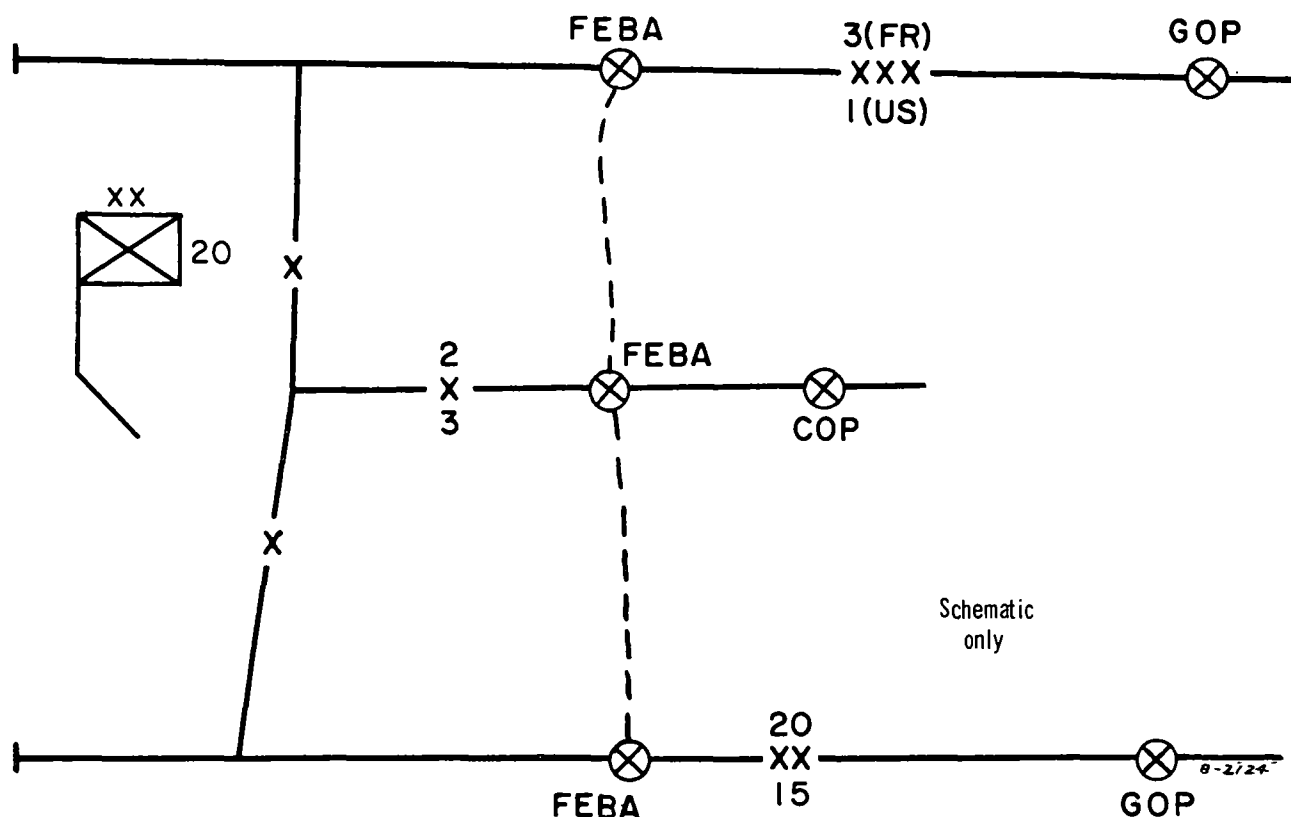


Figure E-4. Overlay portrayal, units on FEBA, division in area defense.

(3) Also, in the defense, a solid line "goose egg" indicates an occupied defensive position. A broken line "goose egg" indicates an unoccupied, but prepared defensive position. A symbol depicting size of the unit involved is placed on the circumference of the "goose egg." The position may be identified by number or letter inside the "goose egg." Figure E-5 shows techniques in designating defense positions.

(a) The "goose egg" is an enclosed area

showing the outer limits of location of troops and not the entire area of responsibility.

(b) Normally, only defensive positions directly under the control of the issuing headquarters are shown on the overlay. Defensive positions of lower echelons are shown when special requirements for coordinated defense exist.

(c) The solid end of the "goose egg" should face in the direction of primary concern.

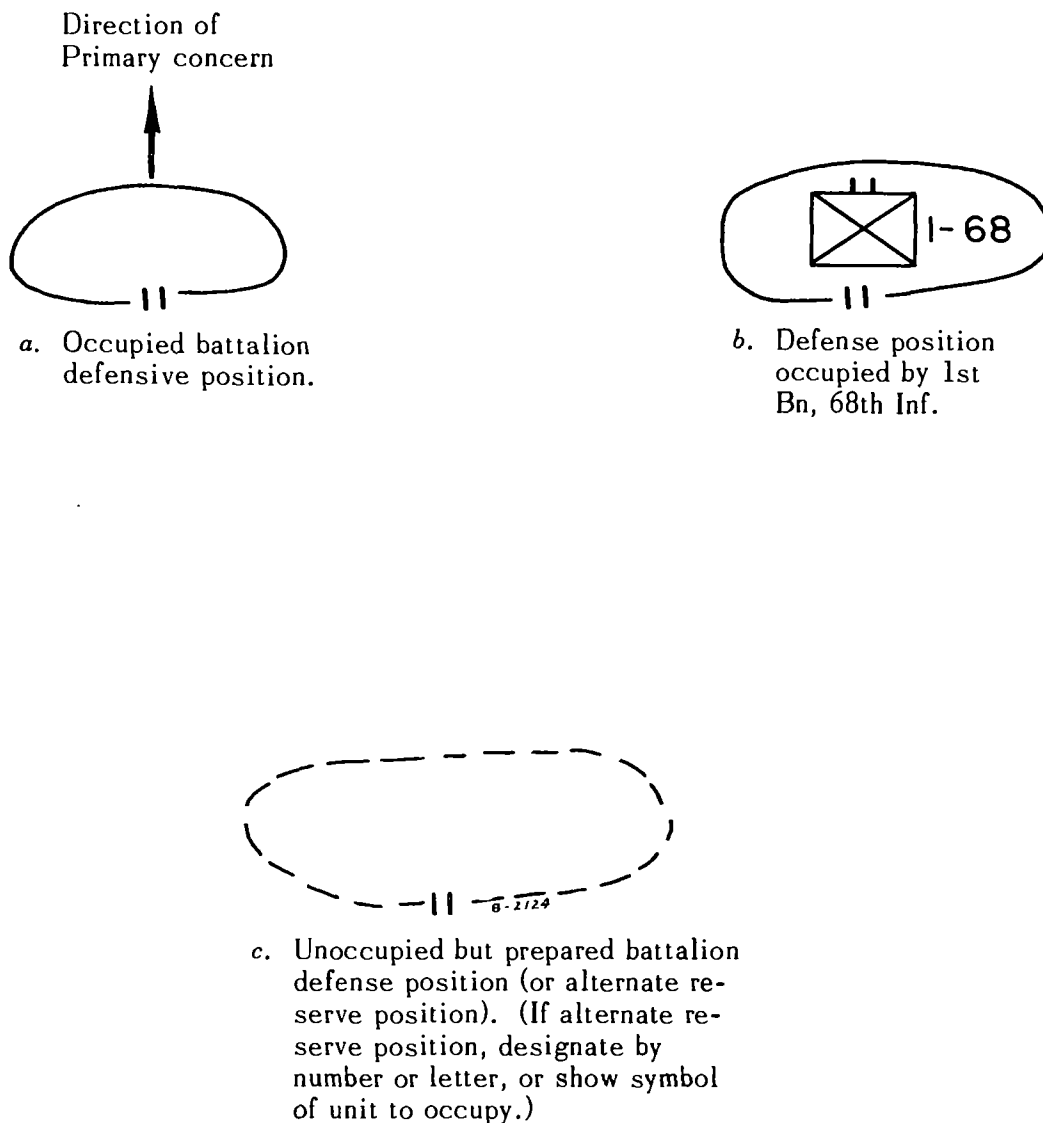
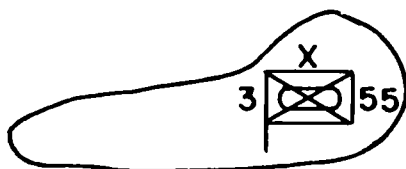


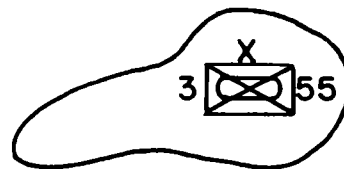
Figure E-5. Techniques in designating defense positions.

(4) *The location of the reserve* is shown by an assembly area symbol delimiting its area and by the command post symbol if the actual location of the command post is known, otherwise, it is shown by the unit symbol (fig. E-6).

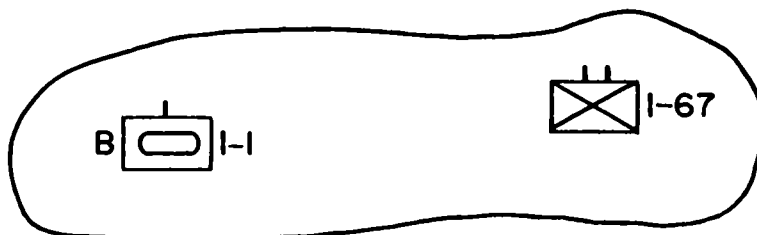
A unit in the reserve is not required to occupy all the area within the symbol nor is it responsible for all the area enclosed unless otherwise indicated.



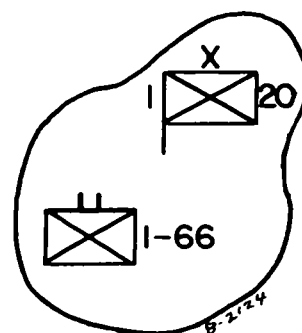
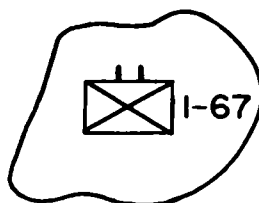
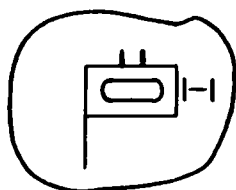
a. CP location known.



b. CP location unknown.



c. Two units composing reserve in same assembly area. (This does not indicate any particular command relationship between the units.)



d. Reserve units shown by a combination of a, b, and c, above.

Figure E-6. Location of reserve.

(5) The general location of a *cavalry unit* with a screening or security mission may be depicted as shown in figure E-7. The specific

mission of the unit is included on the overlay or in the written portion of the order.

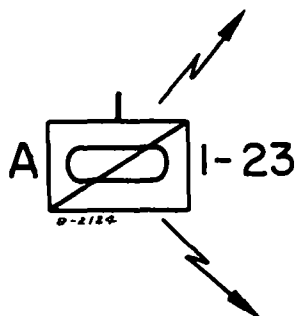


Figure E-7. General location of a cavalry unit.

(6) Supply points or combat service support installations are shown by the appropriate

symbol given in FM 21-30. Exact locations are indicated by placing a staff on the symbol. The base of the staff indicates the exact location.

e. Routes.

(1) Arrows are used to show routes of march. They are labeled with the word "Route" and a number, letter, or unit designation. Arrows are added to indicate one-way, alternating one-way, or two-way traffic.

(2) The main supply route is labeled "MSR." Arrows are added as appropriate to indicate one-way, alternating one-way, or two-way traffic.

APPENDIX F

EXAMPLE OF FIELD ARMY HEADQUARTERS PLANNING PROGRAM

(Classification)

HEADQUARTERS PLANNING PROGRAM

1. PRELIMINARY PLANNING PHASE

(On the initial organization of the headquarters and prior to the receipt of an operational directive.)

- | | Staff officers
with primary
responsibility |
|--|--|
| a. Organize staff sections for planning.
Establish staff functions and procedures. | All |
| b. Establish security requirements for handling information and intelligence. Institute system of security checks. | G2 |
| c. Collect all available data concerning the theater of operations. | All |
| d. Establish war room. Institute periodic conferences for commander and staff. | CofS |

2. INITIAL PLANNING PHASE, D-60 TO D-55

(D-60 is the date when the directive is received from higher authority specifying that a particular operation be undertaken. D-55 is the date by which the commander, having received preliminary estimates from the staff, presents his planning guidance.)

- | | |
|--|-----|
| a. Receive directive from higher authority giving objectives, major units allocated for the operation, target data, and all available data necessary for planning the operation. | |
| b. Prepare preliminary staff estimates based on information available and present to the commander and staff for use in the preparation of further staff estimates and the commander's initial planning guidance. | All |
| c. Receive commander's initial planning guidance and prepare tentative list of information required for more detailed estimates and for formulation of more detailed planning guidance. | All |
| d. Present staff estimates periodically based on all available data concerning the operation to commander and staff. Determine requirements for additional information and institute requests to higher authority. | All |

(Classification)

(Classification)

Staff officers
with primary
responsibility

- e. Brief subordinate commander's reference directive and commander's concept. All
3. GENERAL PLANNING PHASE, D-55 TO D-40
(Within this phase the preliminary decisions are made and work is started on the preparation of the operation plan and annexes. By D-40 the first draft is completed. Concurrent planning is initiated in subordinate echelons.)
- a. Continue presentation of staff estimates to commander and staff based on latest available information. All
- b. Furnish subordinate echelons all possible information as available for concurrent planning purposes. All
- c. Arrange for SIGINT and SIGSEC support. G2 in coordination with the EW/CRYPTOLOGIC officer
- d. Arrange for EW support, to include electronic deception. G3 in coordination with G2, EW/CRYPTOLOGIC officer, AD officer, and Signal officer.
- e. Determine policies concerning maps and airphotos to include types, scales, distribution, and quantities for planning and operations. G2
- f. Arrange for photo coverage during planning and operational phases. G2
- g. Issue maps, trig lists, and airphotos for planning purposes. G2
- h. Select and recommend vital installations and communications systems for preparation attack by Air Force. G3 in coordination with G2, G4, G5, army arty officer, and army signal officer
- i. Initiate fire support coordination planning. G3 in coordination with G2 and army arty officer
- j. Prepare applicable portion of troop list requirements for G3. All
- k. Estimate personnel requirements for the operation. G1 in coordination with all
- l. Estimate supply and equipment requirements for the operation. G4 in coordination with all

(Classification)

(CLASSIFICATION)Staff officers
with pri-
mary re-
sponsi-
bility

- m. Inspect for compliance with counterintelligence measures. Revise requirements as necessary. G2
- n. Publish training directive specifying types of training to be stressed for future operations. G3
- o. Publish policies regarding administration and employment of specialists and technicians including civil affairs, psychological operations, public information and press correspondents, and intelligence specialists and agencies. All
- p. Follow up requests made of higher authority to determine dates on which requests will be fulfilled. All
- q. Collect troop list requirements from G1, G2, G4, and G5 and determine recommended list of troop units and strengths for commander's approval. G3
- r. Submit first draft of material for inclusion in annexes and first draft of operation plan. All
- s. Check on status of all requests submitted to higher authority and on compliance with all directives and orders published to subordinate echelons. All
- t. Maintain constant check on status of planning in major subordinate echelons. All
- 4. GENERAL PLANNING PHASE, D-40 TO D-30 (Within this phase the first draft of the plan and annexes is presented. The commander makes his detailed estimates to include his decision and announces the concept of the operation. By D-30 the staff is ready to prepare the final operation plan and annexes for issue to subordinate units.)
- a. Continue presentation of staff estimates to commander and staff based on latest available information. All
- b. Prepare final operation estimate based on current estimates of other staff sections and all other current information available. G3
- c. Receive commander's estimate of the situation. All
- d. Make necessary changes in drafts of the operation plan and annexes in accordance with the commander's decision and the concept of the operation. All
- e. Revise initial supply and equipment requirement estimates and submit necessary requisitions. G4
- f. Revise initial personnel requirement estimates and submit necessary requisitions. G1
- ★g. Revise initial civil-military operations (CMO) requirement estimates and submit necessary requisitions. G5
- h. Insure that subordinate commands are furnished all available information. All

(CLASSIFICATION)

(CLASSIFICATION)

	Staff officers with pri- mary re- sponsi- bility
i. Maintain constant check on status of planning in subordinate echelons.	All
j. Supervise map distribution.	G2
5. GENERAL PLANNING PHASE, D-30 TO D-20 (By D-20 the final operation plan with annexes is issued to subordinate commanders.)	
a. Arrange for liaison and communications with higher, adjacent, and subordinate echelons.	G3, CofS
b. Complete and issue final operation plan with all annexes.	G3
c. Confer with major subordinate commanders and staffs to insure full understanding of concept of operation and coordinating details.	All
d. Participate in conferences with higher headquarters and supporting service command staff sections to coordinate combat service support.	G4
★e. Participate in conferences with theater (theater army) (army group) staff sections to coordinate details, other personnel procedures, and CMO to support the operation.	G1, G5
f. Prepare and issue orders for rehearsals (if applicable).	G3 in coordination with all
6. GENERAL PLANNING PHASE, D-20 TO D-10 (During this phase major subordinate units submit drafts of plans. By D-10 all necessary changes have been indicated and drafts returned to subordinate units for correction.)	
a. Maintain constant check of status of planning in subordinate echelons.	All
★b. Confer with major subordinate echelon staff sections to coordinate combat service, personnel, and CMO support for the operation.	G1, G4, G5
c. Receive first draft of operation plan of subordinate units and distribute copies to staff sections.	G3
d. Review first draft of operation plan of subordinate commands and return with indication of necessary changes.	All
★e. Continue conferences with higher headquarters and service command staff sections to complete details of combat service, personnel, and CMO support of the operation.	G1, G4, G5
f. Continue conferences with higher headquarters to complete details of liaison and communications.	G3
g. Participate in coordinating conferences with staff sections of higher and lower echelons to complete details of intelligence collection and dissemination procedures.	G2

(CLASSIFICATION)

(CLASSIFICATION)

Staff officers
with pri-
mary re-
sponsi-
bility

h. Conduct training inspections and supervise plans and preparation for rehearsal (if applicable). G3 in coordination with all

7. GENERAL PLANNING PHASE, D-10 TO D-5 (During this phase planning is completed in major subordinate echelons and continued in lower echelons. Rehearsals as applicable are conducted.)

a. Receive completed plans from major subordinate commands for commander's approval. G3

b. Notify major subordinate commands of commander's approval of plans as submitted (with or without exceptions) and distribution of copies of plans to staff sections. G3

c. Participate in final coordinating conferences with higher and lower echelon staff sections. All

d. Participate in final coordinating conferences with supporting service command staff sections. G1, G4, G5

e. Observe and/or supervise rehearsals (if applicable). G3 in coordination with all

f. Distribute all further available information and intelligence to subordinate echelons. All

g. Complete and distribute any further administrative instructions or details. G1, G4, G5

h. Publish air surveillance plan. G2

i. Increase rate of airphoto coverage. G2

j. Receive units or special detachments such as civil affairs, psychological operations, technical intelligence teams, etc. Instruct each detachment in policies and procedures. All

8. GENERAL PLANNING PHASE, D-5 TO D-DAY (During this phase plans and preparations for the operation are completed to include the lowest echelons.)

a. Issue final edition of maps to all echelons. G2

b. Critique of rehearsal (if applicable). G3 in coordination with all

c. Conduct final check to insure timely receipt of supplies and equipment necessary for operation. G4, G3

d. Conduct final check on personnel status of subordinate units. G1

e. Attach special detachments to subordinate commands. G3

f. Supervise preoperational troop movements. G3, G4

g. Prepare for headquarters movements. All

h. Issue necessary weather forecasts. G2

(CLASSIFICATION)



APPENDIX G

PLANS AND ANNEXES TO PLANS

(STANAG 2014)

		Page
Section I.	General	G-1
II.	Examples:	
	Example G-1. Counterattack Plan, Division	G-5
	Example G-2. Plan for Amphibious Attack, Corps as Army Land- ing Force.	G-9
	Example G-3. Plan for Stability Operation, Division	G-15
	Example G-4. Administrative/Logistics Plan, Field Army	G-20
	Example G-5. Air Defense Annex To Operation Plan, Field Army.	G-22
	Example G-6. Rear Area Security Annex to Operation Plan, Field Army.	G-26

Section I. GENERAL

G-1. Introduction

a. Chapter 7 contains general information pertaining to planning processes. This appendix contains an explanation of the techniques and principles involved in preparing operation and administrative/logistics plans. It also contains information pertaining to the format and content of both operation and administrative/logistics plans and the annexes to these plans. Typical examples of these plans and their annexes are also included.

b. As a general rule, the format for a plan is similar to an order and it facilitates easy transition to an order. When the times and conditions under which the plan is to be placed in effect occur, the plan becomes an order. The format also may be used for certain annexes.

c. Procedures and techniques applicable to the preparation of plans are discussed in appendix E.

G-2. Operation Plan

a. *Format.* The format for operation plans is identical with the format for operation orders (app H) with the following exceptions:

(1) Subparagraph d entitled "Assumptions" is added to paragraph 1. All assumptions used by the commander (by the staff officer if a staff plan) as a basis for the plan are listed herein.

(2) In the last subparagraph of paragraph 3, the time at which the plan is to be placed in effect or the conditions under which it is to be placed in effect are stated.

b. *Examples.* Examples G-1, G-2, and G-3 are illustrations of operation plans.

★G-3. Administrative/Logistics Plan

The various components of an administrative/logistics plan (logistic, personnel, civil affairs) may be issued as separate plans or published as annexes to the plan. This procedure is normal in joint operations and may be employed in other situations in which publication and distribution of the components separately from the basic plan are desirable.

a. *Format.* Figure G-1 is a format with explanation for the administrative/logistics plan.

(CLASSIFICATION)

Copy No ____ of ____ copies
 Issuing headquarters
 Place of issue
 Date-time group of signature
 Message reference number

ADMINISTRATIVE/LOGISTICS PLAN _____
 (Type, serial number, and/or title)

References: Maps, charts, and other relevant document.

★Time Zone Used Throughout The Plan:

1. SITUATION

Information of the general overall situation essential to understand the current situation as it influences combat service support.

a. Enemy Forces. Composition, disposition, location, movements, estimated strengths, and identifications. (Reference to an operation plan or to the intelligence annex to an operation plan should be used if published or to be published.) List enemy capabilities that can influence the combat service support mission.

b. Friendly Forces. Pertinent information of own forces, other than those covered by a referenced operation plan or to be included in subsequent paragraphs of this administrative/logistics plan, that may directly influence the combat service support mission.

c. Assumptions. Assumptions used as a basis for this plan, e.g., strengths to be supported, rate and direction of movement of tactical operations, influx of refugees, and support available from other agencies.

(1) Tactical situation. Obtained from the commander's planning guidance and provided by the operations officer (G3).

(2) Personnel situation. Provided by the personnel officer (G1).

(3) Logistic situation. Provided by the logistics officer (G4).

★(4) Civil-military situation. Provided by the civil-military operations officer (G5).

2. MISSION

State the combat service support mission as a whole.

★3. GENERAL Note 1

★4. MATERIAL AND SERVICES Note 1

★5. MEDICAL EVACUATION AND HOSPITALIZATION Note 1

★6. PERSONNEL Note 1

★7. CIVIL MILITARY COOPERATION Note 1

★8. MISCELLANEOUS

Include a statement on the time or the conditions under which the plan is to be placed in effect. Note 1

(CLASSIFICATION)

Figure G-1. Format for the administrative/logistics plan.

(CLASSIFICATION)

(Short title identification)

★9. COMMAND AND SIGNAL Note 1

Acknowledgment instructions.

★Authentication

/s/

Commander

Annexes

Distribution

★NOTE 1. Content and format for these paragraphs follow the format and instructions for the like paragraph in the administrative/logistics order (app H, fig H-2).

(CLASSIFICATION)*Figure G-1—Continued.*

b. Example. Example G-4 illustrates an administrative/logistics plan at field army.

nexes to plans. Subparagraphs not pertinent may be omitted.

G-4. Annexes to Plans

Examples G-5 and G-6 are illustrations of an-

Section II. EXAMPLES**Example G-1. Counterattack Plan, Division****(CLASSIFICATION)**

Copy No 4 of ____ copies
 23d Armd Div
 KUNZENDORF (XS0296), GERMANY
 022300A June 19____
 XT 53

★OPLAN 15 (CATK PLAN GREEN)

★References: Map, Series M746 GERMANY, Sheets 2520 II and III and 2620 II and III (BRESLAU-LIEGNITZ), Edition 1-AMS, 1:50,000.
 OPOD 12

★Time Zone Used Throughout the Plan: ALFA.

★Task Organization:¹**1st Bde**

1-95 Mech
 1-10 Armor
 1-12 Armory (D1) 50 Art
 1-50 Arty (DS)
 A/23d Engr (DS)

Div Arty

1-53 Arty
 1-54 Arty
 2d Bn (155, SP), 631st
 Arty (remains atch)

Div Trp

1-22 Cav
 1-440 Arty (C/V)
 1st Bn (Hawk, SP), 458th Arty
 23d Engr
 235th MI Co (Div) (remains atch)
 23d MP Co
 23d Sig
 240th CA Co (remains atch)

2d Bde

1-93 Mech
 1-94 Mech
 1-15 Armor
 1-51 Arty (DS)
 B/23d Engr (DS)

DISCOM

23d Admin
 23d Maint
 23d Med
 23d S&T

3d Bde

1-91 Mech
 1-92 Mech
 1-11 Armor
 1-14 Armor
 1-52 Arty (DS)
 C/23d Engr (DS)

★1. SITUATION

- a. En Forces. Annex A (Intel) to OPOD 12.
- b. Friendly Forces. OPOD 12.
- c. Attachments and Detachments. Task organization. 1-458 Arty atch on corps order.
- d. Assumptions.

(1) Penetration has been made in the sector of 1st Bde with the major portion of a mechanized div (est two reinf mechanized regt).

(2) 1st Bde has slowed or stopped penetration. 2d Bde has no penetration in sector.

(CLASSIFICATION)

¹Reference may be made to basic OPOD for task organization unless number of changes require new task organization.

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(OPLAN 15 (CATK PLAN GREEN)—23d Armd Div)

(3) Three nuclear wpn will be employed to spt the catk.

(4) The res as constituted will be available at its present strength and location when decision to catk is made.

2. MISSION

Div catk at D-day, H-hour, to destroy en forces in area of penetration.

★3. EXECUTION

a. Concept of Operation. This operation involves the employment of 3d Bde against the south flank of the en penetration, passing through elements of 1st Bde to exploit the effects of nuclear wpns. 2d Bde continues to defend in sector. A preparation will be fired employing nuclear wpns at H-30 minutes to neutralize en res in the area of the penetration and to assist 3d Bde in breaking through the en forward elements on the flank of the penetration. The nuclear preparation will be followed by a 20-minute conventional preparation beginning at H-15 minutes. Priority of fires to 3d Bde. Annex A, Operation Overlay. Annex B, Fire Spt.

b. 1st Bde:

(1) Def in sector.

(2) Spt passage and atk of 3d Bde.

(3) Be prepared to assist in destroying en in penetration.

(4) Be prepared to relieve 3d Bde vic obj A and assist withdrawal of 3d Bde.

c. 2d Bde: cont def of sector.

★d. 3d Bde:

(1) Atk; destroy en in penetration and secure obj A.

(2) Be prepared for relief by 1st Bde vic obj A; then reassemble as div res present assy pos.

e. Arty:

(1) FA:

* * * * *

★(2) ADA: continue present mission.

★(3) Annex B, Fire Spt.

f. Res: 1-22 Cav on order. Be prepared to occupy blocking position 6 on 2 hours' notice.

★g. Coordinating Instructions.

(1) This plan eff for planning on receipt and for execution on div order.

(2) For execution LD is LC.

(3) Road priority to 3d Bde eff H-1 hour.

★4. SERVICE SUPPORT

Annex F (Service Support) to OPORD 12.

(CLASSIFICATION)

(CLASSIFICATION)

(OPLAN 15 (CATK PLAN GREEN)—23d Armd Div)

★5. COMMAND AND SIGNAL

Annex G (Communications-Electronics) to OPORD 12. Current SOI
Index. Acknowledge.

HOOD
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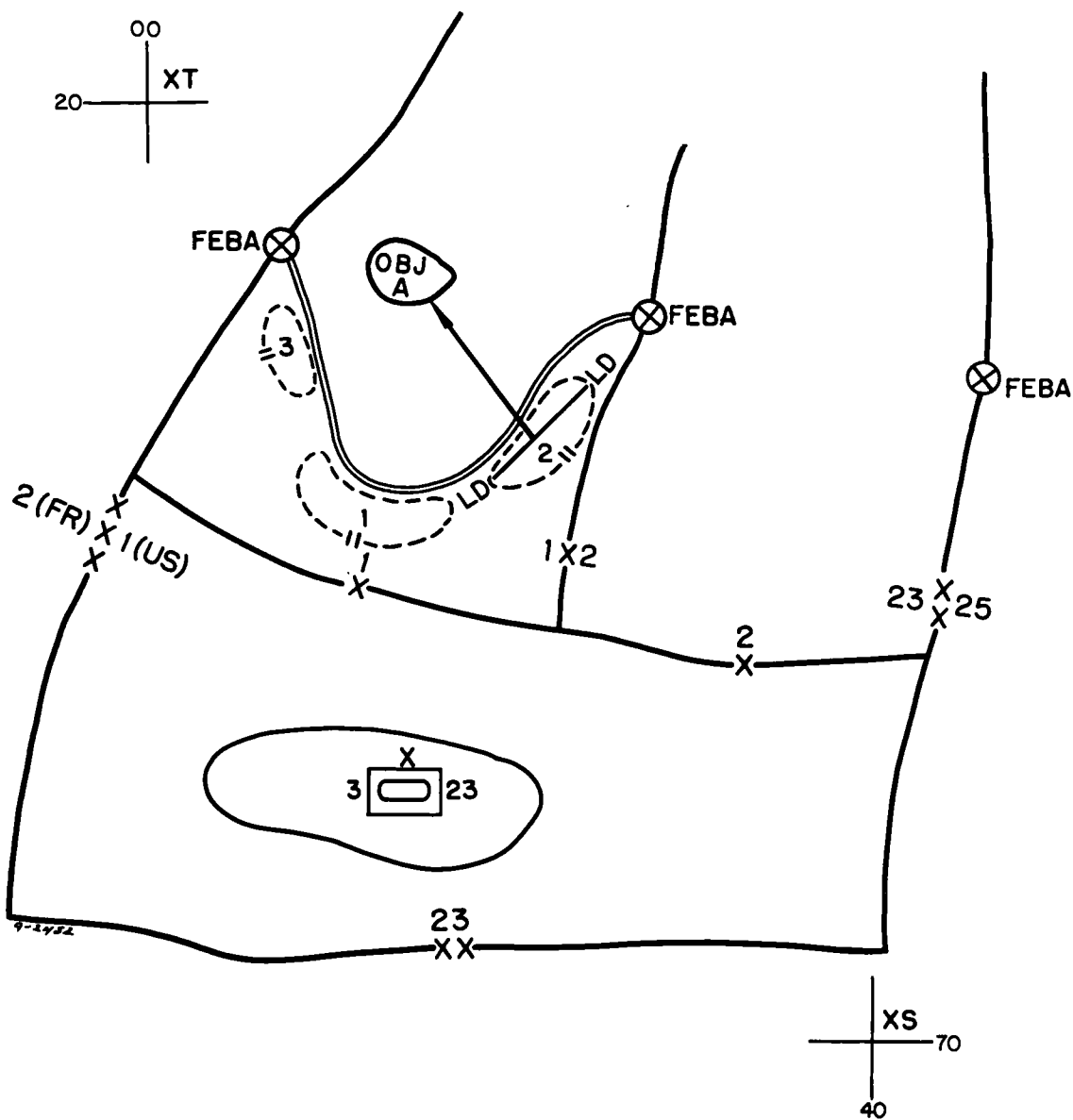
Annexes: A—Operation Overlay
B—Fire Spt (omitted)

Distribution: A

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Annex A (Op Overlay) to OPLAN 15--23d Armd Div.

(Classification)



ANNEX A (OPERATION OVERLAY) to OPLAN 15--23d Armd Div

Reference: Map, Series M746 GERMANY, Sheets 2520 II and III and 2620 II and III (BRESLAULIEGNITZ), Edition 1-AMS, 1:50,000.

(Classification)

NOTE: Heading and ending not required when annex is distributed with the operation plan.

Example G-2. Plan for Amphibious Attack, Corps as Army Landing Force

(CLASSIFICATION)

Copy No 2 of 220 copies

3d (U.S.) Corps (Army Landing Force, TF 141)

NEWCASTLE, DEL.

011100Z September 19__

XR 2

OPERATION PLAN 11

Reference: Map, Series L367 BOGNIA, Sheet AB 29-36 (ATLANTIS),
Edition 69-DMG, 1:250,000.

★Time Zone Used Throughout the Order: ZULU.

Task Organization: Annex A, Task Organization.

1. SITUATION

- a. Enemy Forces. Annex B, Intelligence.
- b. Friendly Forces.

(1) LANDFORMED conducts operations, initiated by an amphibious attack to sever Aggressor lines of communications, destroys Aggressor forces in BOGNIA, and restores political control to the legitimate government.

(2) USWESTCOM provides forces for JATF 140 and supports 3d (U.S.) Corps subsequent to amphibious operation.

(3) 2d (Allied) Corps destroys Aggressor in zone, secures LANDFORMED's east flank, and conducts further operations as part of LANDFORMED.

(4) 10th (Allied) Corps lands over beaches established by 3d (U.S.) Corps, secures LANDFORMED's west flank, and conducts operations as part of LANDFORMED.

(5) JATF 140 conducts advance force operations and executes amphibious attack to establish 3d Corps (Army Landing Force, TF 141) ashore.

(6) U.S. Navy component assigned to JATF 140 lifts, lands, and supports Army Landing Force, TF 141.

- c. Attachments and Detachments. Annex A, Task Organization.
- d. Assumptions.

(1) Aggressor strength and dispositions in 3d Corps beachhead will remain relatively unchanged until final preparations in landing areas are initiated.

(2) Aggressor capability of reinforcing in 3d Corps beachhead will not exceed three division equivalents by D+3.

(3) Prior to D-day, NAVFORMED forces will gain and maintain control of the sea in the JATF 140 objective area and the lines of communications thereto.

(4) Prior to D-day, NAVFORMED and AIRFORMED will gain and maintain air superiority in the JATF 140 objective area and over lines of communications thereto.

(5) Aggressor's tactical nuclear capability will have been reduced to an acceptable level prior to D-day.

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(OPLAN 11-3d (U.S.) Corps)

(6) Missile and air attacks on Aggressor lines of communications in the objective area will reduce the enemy's reinforcing capability.

(7) Planning will assume a threat of enemy employment of tactical nuclear weapons of less than 50 KT and in an quantity that will not prohibit maneuver by land, sea, or air forces.

2. MISSION

★3d (U.S.) Corps (TF 141) lands in an amphibious attack beginning D-day, H-hour, between ACRA (4167) and BELUT (4093) in BOGNIA; secures and establishes a corps beachhead; establishes contact with 2d (Allied) Corps; and prepares to continue operations to destroy Aggressor forces in BOGNIA as part of LANDFORMED.

3. EXECUTION

★a. Concept of Operation. Annex C, Operation Overlay, Annex D, Concept of Operation.

★(1) Maneuver. This operation will be conducted in four phases:

(a) Phase I (D-day). 3d (U.S.) Corps (TF 141), operating as part of JATF 140, makes amphibious attack with three infantry divisions in the initial assault to secure division beachheads. Divisions conduct final preparation of landing areas and execution of assault landings.

1. 20th Inf Div, on the west (left), lands in landing area PECOS, makes main attack to secure a division beachhead, and assists landing of initial elements of 26th Armd Div.

2. 18th Inf Div, in the center, lands in landing area MISSOURI, secures a division beachhead, and assists landing of initial elements of 55th Mech Div.

3. 15th Inf Div, on the east (right), lands in landing area JAMES, and secures division beachhead.

4. 55th Mech Div and 26 Armd Div are task force reserve of-
load. On order, 55th Mech Div releases one BLT(A) and/or BLT(S) to 18th or 15th Inf Div, priority to 18th Inf Div; 26th Armd Div, on order, releases one BLT(A) and/or BLT(S) to 20th Inf Div.

★(b) Phase II (D+1 to D+6). On security division beachheads, corps continues attack with no change in formation to secure lines DOLPHIN and SHARK. 20th Inf Div continues attack to secure line DOLPHIN and assists landing of remaining elements of 26th Armd Div and initial elements of 10th (Allied) Corps. 18th Inf Div continues attack to secure line SHARK in zone, assists landing of remaining elements of 55th Mech Div, and conducts reconnaissance to line DOLPHIN to establish contact with 20th Inf Div. 15th Inf Div continues attack to secure line SHARK in zone and port facilities at ATLANTIS (4175).

★(c) Phase III (D+6 to D+7). On securing lines DOLPHIN and SHARK, corps continues attack to secure corps beachhead. 26th Armd Div attacks through 20th Inf Div vicinity line DOLPHIN and makes main attack to secure objective 1 and corps beachhead line in zone. 20th Inf Div assists passage of 26th Armd Div, protects corps west (left) flank, and assists landing and positioning of 10th (Allied) Corps on 3d (U.S.) Corps'

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(OPLAN 11-3d (U.S.) Corps)

west flank. 55th Mech Div attacks through 18th Inf Div vicinity line SHARK to secure corps beachhead line in zone. 18th Inf Div assists passage of 55th Mech Div and then becomes corps reserve. 15th Inf Div continues attack to secure corps beachhead line in zone and to establish contact with 2d (Allied) Corps. 201st Armd Cav Regt protects corps east (right) flank. 3d (U.S.) Corps SP assumes responsibility for corps beach support area.

★(d) Phase IV (D+8 to ***). On securing corps beachhead line, corps defends in sector and prepares to continue attack under operational command (combined) of LANDFORMED. JATF 140 is dissolved. 3d (U.S.) Corps delegates responsibility for beach support area to corps base commander.

(2) Fires.

(a) Air.

1. Naval air of JATF 140 conducts air defense, tactical air support, and interdiction missions in objective area, priority close air support initially 20th Inf Div.

2. Appendix 1, Air Fire Support, to Annex D, Fire Support.

(b) Naval gunfire.

1. Naval fire support ships of JATF 140 provide gunfire and missile support, priority initially 20th Inf Div.

2. Appendix 2, Naval Gunfire, to Annex D, Fire Support.

(c) Artillery. Appendix 3, Artillery, to Annex D, Fire Support. Priority of artillery support initially to 20th Inf Div.

(d) Air defense. Annex E, Air Defense.

★b. 15th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area JAMES and secure division beachhead.

(2) Be prepared to receive one reserve BLT(S) and/or one BLT(A) from 55th Mech Div.

(3) Be prepared to secure airfield and port facilities at ATLANTIS on D+1.

(4) Be prepared to continue attack to secure line SHARK in zone.

(5) Release 201st Armd Cav Regt on order and completion of phase II.

(6) Be prepared to continue attack to secure corps beachhead in zone and to establish contact with 2d (Allied) Corps.

★c. 18th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area MISSOURI and secure division beachhead.

(2) Assist landing of 55th Mech Div. Exercise operational control for landing over elements of 55th Mech Div; release operational control on order.

(3) Be prepared to receive one reserve BLT(S) and/or one BLT(A) from 55th Mech Div.

(4) Be prepared to continue attack to secure line SHARK in zone.

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(OPLAN 11-3d (U.S.) Corps)

(5) Be prepared to conduct reconnaissance to line DOLPHIN to establish contact with 20th Inf Div.

(6) Be prepared to assist passage of 55th Mech Div vicinity line SHARK.

(7) Be prepared to release 1st Sqdn, 202d Armd Cav Regt, to 55th Mech Div vic line SHARK.

(8) On order, corps reserve beginning phase III.

d. 20th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area PECOS and secure division beachhead.

(2) Be prepared to receive one reserve BLT(S) and/or one BLT(A) from 26th Armd Div.

(3) Assist landing of 26th Armd Div. Exercise operational control for landing over elements of 26th Armd Div; release operational control on order.

(4) Be prepared to continue to attack to secure line DOLPHIN.

(5) Be prepared to assist passage of 26th Armd Div vicinity line DOLPHIN.

(6) Be prepared to protect corps west flank beginning phase III.

(7) Be prepared to assist landing and passage of 10th (Allied) Corps.

e. 201st Armd Cav Regt:

(1) Initially attached to 15th Inf Div until passage of line SHARK; thereafter, revert to corps control.

(2) Be prepared to protect corps east flank north of line SHARK.

f. 1st Sqdn, 202d Armd Cav Regt (Reinf):

(1) Initially attached to 18th Inf Div.

(2) On order, attached to 55th Mech Div after passage of line SHARK.

g. Artillery:

* * * * *

h. Corps Shore Party:

(1) Land on order.

(2) On order, release control of beach support area and attached units to base commander and prepare for redeployment.

(3) Annex G, Shore Party.

i. Reserve:

(1) 55th Mech Div:

(a) Floating reserve D-day; be prepared to release one BLT(S) and/or one BLT(A) to either 18th or 15th Inf Div, priority 18th Inf Div.

(b) On order, land over beaches in landing area MISSOURI under operational control of 18th Inf Div beginning D-day.

(c) Be prepared to attack through 18th Inf Div vicinity line SHARK to secure 3d (U.S.) Corps beachhead line in zone.

★(d) Be prepared to receive attachment of 1st Sqdn, 202d Armd Cav Regt, vicinity line SHARK.

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(OPLAN 11-3d (U.S.) Corps)

(2) 26th Armd Div:

(a) Floating reserve D-day; be prepared to release one BLT(S) and/or one BLT(A) to 20th Inf Div.

(b) On order, land over beaches in landing area PECOS under operational control 20th Inf Div beginning D-day.

(c) Be prepared to attack through 20th Inf Div vicinity line DOLPHIN to secure objective 1 and 3d (U.S.) Corps beachhead line in zone.

j. Coordinating Instructions.

(1) This plan is effective for planning purposes on receipt and for execution on order.

(2) Base passive defense measures against Aggressor nuclear weapons on 50 KT low airburst.

(3) Nuclear, biological, and chemical:

(a) Divisions determine requirements for nuclear fires, including preassault fires, and submit to this headquarters.

(b) Nuclear weapons will not be employed—

1. Until approved by Commanding General, 3d (U.S.) Corps.

2. In excess of 50 KT.

3. In the vicinity of populated areas of greater than 1,000 population when the effects will exceed a degree of risk equivalent to emergency risk for warned, exposed personnel, in radiation status—2 category.

4. In a manner that will interfere with planned beach support area operations, major routes of advance, or airfield development.

(c) Employ planning factors that will give a high degree of assurance of no nuclear fallout.

(d) Plan for the employment of toxic chemical and biological agents and maintain the weapons and agents in a state of readiness but do not employ without approval this headquarters.

(4) Followup landings, movements within beachheads, and emergency employment of forces ashore in zone will be under control of commanders of assault divisions involved until Commanding General, 3d (U.S.) Corps, assumes command ashore.

(5) All commands assist in the reorganization of Bognian Government military forces in zone.

(6) Commanders are authorized direct communications for planning.

(7) For planning purposes, D-day is 5 December; H-hour is 0530.

(8) Subordinate commanders submit coordinated plans to this headquarters by 10 September.

* * * * *

Acknowledge.

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LTG

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/s/Nelson

NELSON

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(OPLAN 11-3d (U.S.) Corps)

- Annexes: A—Task Organization (omitted)
B—Intelligence (omitted)
C—Operation Overlay (omitted)
D—Concept of Operations (omitted)
E—Fire Support (omitted)
F—Air Defense (omitted)
G—Engineer (omitted)
H—Shore Party (omitted)
I—Phased Task Organization (omitted)
J—Tentative Allocation of Shipping (omitted)
K—Landing Plan (omitted)
L—Alternate Plans (omitted)
M—Personnel (omitted)
N—Logistics (omitted)
★O—Civil-Military Operations (omitted)
P—Embarkation (omitted)
Q—Communications-Electronics (omitted)
R—Cover and Deception (omitted)
S—Electronic Warfare (omitted)
T—Airspace Coordination (omitted)
U—Distribution (omitted)

Distribution: Annex T

(CLASSIFICATION)

Example G-3. Plan for Stability Operations, Division

(CLASSIFICATION)

Copy No 2 of ____ copies
 20th Inf Div
 UDON (TE6424), THAILAND
 220800G November 197__
 RC 13

★OPLAN 2 (OPERATION OHIO)

★References: Map, Series 1501 THAILAND, Sheets NE48-9, NE48-10, NE48-13 and NE48-14 (JOG(G)), Edition 1-AMS, 1:250,000.

★Time Zone Used Throughout the Plan: GOLF.

★Task Organization:

1st Bde	333d TNP Plat (Spt)
TF 1-81	Div Arty
1-66 Inf	1-48 Arty (-)
1-67 Inf	B/2-611 Arty
791st Inf Plat (Sct Dog)	C/2-661 Arty
1-45 Arty	Btry B (Slt), 191st Arty (-)
1st Plat, Btry B (Slt),	2d Bn (8, SP), 611th Arty (-)
191st Arty	C/1-48 Arty
A/1-439 Arty (Vulc)	B/2-661 Arty
A/20th Engr (DS)	2d Bn (175, SP), 661st Arty (-)
1st and 2d Plat, 5580th	B/1-48 Arty
Engr Co (LE)	C/2-611 Arty
331st TNP ¹ Plat (Spt)	Div Trp
2d Bde	Co A (LRP), 780th Inf
TF 1-1	D/1-21 Cav
1-68 Inf	1-439 Arty (Vulc) (-)
1-69 Inf	20th Avn Bn-Gp
1-70 Inf	20th Avn
1-21 Cav (-)	110th Avn Bn
792d Inf Plat (Sct Dog)	20th Engr
1-46 Arty	5580th Engr Co (LE) (-)
2d Plat, Btry B (Slt),	235th MI Co (Div)
111st Arty	20th MP Co
B/1-439 Arty (Vulc)	290th Mp Co
B/20th Engr (DS)	20th Sig
332d TNP Plat (Spt)	271st C ACo
3d Bde	334th TNP Plat (Spt)
TF 1-82	292d PSYOP Det
1-71 Inf	DISCOM
1-72 Inf	20th Admin Co
793d Inf Plat (Sct Dog)	20th Maint
1-47 Arty	4000th Trans Co (Acft Maint) (DS)
3d Plat, Btry B (Slt),	4001st Trans Co (Acft Maint) (DS)
191st Arty	20th Med
C/1-439 Arty (Vulc)	20th S&T
C/20th Eng (DS)	6001st QM Det

¹ Thailand National Police

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(CLASSIFICATION)

(OPLAN 2 (OP OHIO)—20th Inf Div)

★1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) Field Force Region II has responsibility for * * *.

(2) Royal Thai Forces * * *.

(3) Naval Forces * * *.

(4) Air Forces * * *.

* * * * *

(c) 2d Air Div will support 20th Inf Div with 25 tactical air sorties daily. Other air support will be provided on an as-required basis.

(5) Marine * * *.

c. Attachments and Detachments.

(1) Following units remain attached:

(a) Co A (LRP), 780th Inf.

(b) 791st Inf Plat (Sct Dog).

(c) 792d Inf Plat (Sct Dog).

(d) 793d Inf Plat (Sct Dog).

(e) 110th Avn Bn.

(f) 5580th Engr Co (LE).

(g) 235th MI Co (Div).

(h) 290th MP Co.

(i) 271st CA Co.

(j) 6001st QM Det.

(k) 4000th Trans Co (Acft Maint) (DS).

(l) 4001st Trans Co (Acft Maint) (DS).

(2) Following units attached effective 080800 Dec:

(a) Btry B (SPT), 191st Arty.

(b) 2d Bn (8, SP), 611th Arty.

(c) 2d Bn (175, SP), 661st Arty.

d. Assumptions.

(1) Units in para 1c will remain attached or will be attached.

* * * * *

2. MISSION

Division, on order, will move to TAOR; construct brigade bases; conduct strike operations to clear TAOR of guerrilla units; prevent interference with traffic on Highway 22 in TAOR; block enemy infiltration routes; and be prepared to conduct elimination operations anywhere in Region II with priority to SAKHON NAKHON and NAKHON PHANOM Provinces.

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Annex B, Operation Overlay. Division moves to TAOR with 1st Bde, 2d Bde, and 3d Bde from west to east, assuming responsibility for brigade TAOR's and constructing bases. Initially, maneuver battalions may be used to construct base defenses, but priority of use for maneuver battalions will be in offensive operations. Brigades conduct operations to clear TAOR.

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(CLASSIFICATION)

(OPLAN 2 (OP OHIO)—20th Inf Div)

(2) Fires. Artillery will be positioned to provide fires throughout the division TAOR. Priority for artillery and air support will be determined from day to day, based on the existing situation. Annex C, Fire Support.

★b. 1st Bde:

(1) Establish brigade base in area GEORGE. Annex D, Land Lease Agreement.

(2) Prevent interference with traffic on Highway 22 in brigade TAOR.

(3) Conduct strike operations in TAOR.

★c. 2d Bde:

(1) Establish brigade base in area BILL. Annex D, Land Lease Agreement.

(2) Maintain one infantry battalion as a 1-hour fast-reaction force. Do not commit this unit without approval of this headquarters.

(3) Prevent interference with traffic on Highway 22 in brigade TAOR.

(4) Conduct strike operations in TAOR.

★d. 3d Bde:

(1) Establish brigade base in area BOB. Annex D, Land Lease Agreement.

(2) Prevent interference with traffic on Highway 22 in brigade TAOR.

(3) Conduct strike operations in TAOR.

e. Arty:

(1) FA:

(a) 1-45 Arty: attached 1st Bde.

(b) 1-46 Arty: attached 2d Bde.

(c) 1-47 Arty: attached 3d Bde.

(d) 1-48 Arty (-): GSR 1-46 Arty, area BILL.

1. Btry B and C detached.

2. B/2-611 Arty and C/2-661 Arty attached.

(e) 2-611 (Arty (-): GSR 1-45 Arty, area GEORGE.

1. Btry B and C detached.

2. C/1-48 Arty and B/2-611 Arty attached.

★(f) 2-661 Arty (-): GSR 1-47 Arty, area BOB.

1. Btry B and C detached.

2. B/1-48 Arty and C/2-611 Arty attached.

(g) B/191st Arty (-): GS.

★(2) ADA: 1-439 Arty (Vulc) (-): priority of protection to area BILL.

(3) Annex C, Fire Support.

f. 20th Avn Bn-Gp: GS. Annex E, Army Aviation.

g. 20th Engr: GS.

(1) Priority of work. Airfield construction and base defenses.

(2) Annex F, Engineer.

h. Res. One infantry battalion from 2d bde: be prepared to conduct an airmobile assault on 1-hour notice anywhere in TAOR.

(CLASSIFICATION)

(CLASSIFICATION)

(OPLAN 2 (OP OHIO)—20th Inf Div)

i. Coordinating Instructions.

(1) All units located in brigade bases coordinate defenses with brigade.

(2) Brigades must have prior approval from this headquarters to conduct operations outside their TAOR, except in cases of hot pursuit.

(3) All brigade operations will be coordinated with Thai district officials concerned through the U.S. Dist Advisory Det.

(4) Brigades will establish liaison with the Thai ACC's in provinces in which they are based or operating. Additionally, they will establish liaison with each Thai district in which they operate. This liaison will be to the U.S. Advisory Det in provinces or districts. The advisory detachment will effect direct contact with the Thai officials.

★(5) Prepare bases for defense by headquarters elements, combat support, and combat service support units.

★(6) Annex G, cover and deception.

★(7) Annex H, psychological operations.

★(8) This plan effective for planning on receipt; for implementation on order.

★4. SERVICE SUPPORT

Annex I, Service Support.

Annex J, Civil Affairs.

★5. COMMAND AND SIGNAL

a. Signal. Current Index, SOI. Annex K, Communications-Electronics.

b. Command. Division command post opens in vicinity of CHIENG KHRUA (VE0512); time to be announced.

Acknowledge.

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MG

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/s/Walk

WALK

G3

Annexes: A—Intelligence (omitted)

B—Operation Overlay

C—Fire Support (omitted)

D—Land Lease Agreement (omitted)

E—Army Aviation (omitted)

F—Engineer (omitted)

G—Cover and Deception (omitted)

H—Psychological Operation (omitted)

I—Service Support (omitted)

J—Civil Affairs (omitted)

K—Communications-Electronics (omitted)

L—Distribution (omitted)

Distribution: Annex L

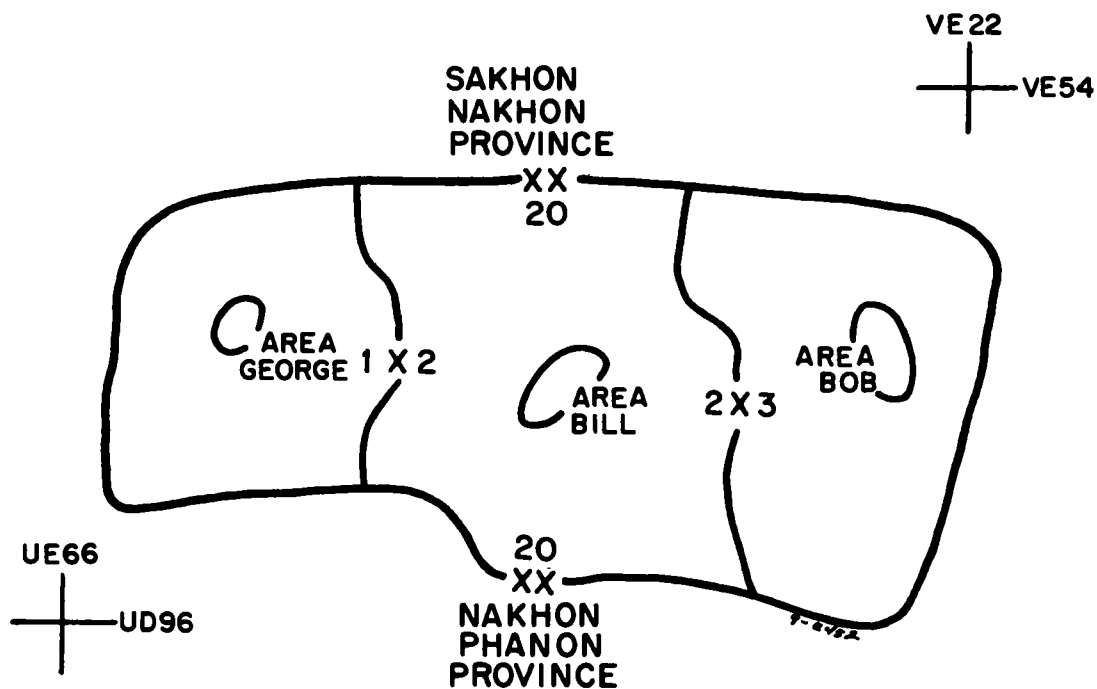
(CLASSIFICATION)

Annex B (Op Overlay) to OPLAN 2--20th Inf Div

(Classification)

ANNEX B (OP OVERLAY) to OPLAN 2--20th Inf Div

Reference: Map, Series 1501 THAILAND, Sheets NE48-9, NE48-10, NE48-13 and NE48-14 (JOG(G)), Edition 1-AMS, 1:250,000.

(Classification)

Example G-4. Administrative/Logistics Plan, Field Army

(CLASSIFICATION)

Copy No 5 of ____ copies
10th Army
ZNAIM (WO8010), CZECHOSLOVAKIA
110800Z May 19__
HL 260

- ★ADMINISTRATIVE/LOGISTICS PLAN 9
- ★RELATED OPERATION PLAN 12
- ★Reference: Map, Series M444 EUROPE, Sheets 33 and 34, Edition 3, 1:500,000.

★Time Zone Used Throughout the Plan: ZULU.

★1. SITUATION

a. Enemy Forces.

(1) Situation. Annex A (Intelligence) to OPLAN 12 and current PERINTREP.

(2) Capabilities.

(a) Enemy can use a wide variety of delivery means for nuclear weapon attacks against 10th Army combat service support installations.

(b) Enemy can expand guerrilla activities against 10th Army combat service support installations.

b. Friendly Forces.

(1) OPLAN 12.

(2) The 15th Inf Div en route from CONUS is expected to arrive in theater about 5 June. This division should be available to 10th Army for operations about 15 June.

c. Assumptions.

(1) Tactical.

(a) 10th Army will assume the offensive within its present zone. Present positions will remain substantially unchanged prior to D-day.

(b) The offensive operation will take 12 days.

(2) Personnel. Strengths to be supported:

(a) 1st Corps	123,200
(b) 2d Corps	89,400
(c) 10th Army troops	147,500
(d) Other	20,100
(e) Total	380,200

Note. 15th Inf Div (17,400) not included in above figures.

(3) Logistics. Supporting communications zone units will be capable of delivering the following daily tonnages into the army area:

- (a) Highway — 9,000 STON
- (b) Air — 1,100 STON
- (c) Rail — 4,000 STON
- (d) Pipeline — 8,480 STON

(4) Civil affairs. Emergency civilian supply requirements will not exceed 65 tons per day.

★2. MISSION

Provide combat service support for 10th Army offensive 10-21 June.

(CLASSIFICATION)

(CLASSIFICATION)

(ADMIN/LOG PLAN 9—10th Army)

★3. GENERAL

a. 10th FASCOM provides combat service support to 10th Army units with 1st Spt Bde (Corps) supporting 1st Corps; 2d Spt Bde (Corps) supporting 2d Corps; and 10th Spt Bde (Army) supporting 10th Army and 10th Army troops.

b. No movement of installations will take place earlier than D-2.

★4. MATERIEL AND SERVICES

* * * * *

★(Paragraphs 4 through 7 follow the format of the administrative/logistics order. See example H-10, "Administrative/Logistics Order, Field Army," in app H.)

* * * * *

★8. MISCELLANEOUS

a. Rear Area Protection. Annex F, Rear Area Protection.

b. Effective Time. This plan effective for planning on receipt and for implementation on order.

★9. COMMAND AND SIGNAL

a. SIGNAL. Annex N (Communications-Electronics) to OPLAN 12 and Index 1-4, SOI.

b. Command. * * *

Acknowledge.

ARCHER
GEN

★OFFICIAL:

/s/Andre

ANDRE

G4

Annexes: A—Admin/LOG Overlay (omitted)

B—Transportation (omitted)

C—Special Ammunition (omitted)

D—Engineer (omitted)

E—Medical (omitted)

F—Rear Area Protection (omitted)

Distribution: * * *

(CLASSIFICATION)

Example G-5. Air Defense Annex to Operation Plan, Field Army
(Issued by separate distribution.)

(CLASSIFICATION)

(Note 1) Copy No 10 of ____ copies
3d (U.S.) Army
DACHAU (XY5837), GERMANY
031200A February 19__
LD9-K

ANNEX D (AIR DEFENSE) to OPERATION PLAN 3

Reference: Map, Series M501 WESTERN EUROPE Sheet NM 32-12
(MUNICH) * * * *, Edition 2-DMG, 1:250,000.

★Time Zone Used Throughout the Order: ZULU.

Task Organization: Annex A (Task Organization) to Operation Plan 3.

1. SITUATION

a. Enemy Forces.

- (1) Annex B (Intelligence) to Operation Plan 3.
- (2) Enemy air capable of 55 fighter and 30 bomber sorties daily (by massing aircraft, Aggressor can make a maximum of 340 sorties daily).

b. Friendly Forces.

- (1) Air forces. Allied Air forces will—
 - (a) Continue support of 3d (U.S.) Army with 1st TAF.
 - (b) Destroy Aggressor aircraft and air installations, interdict Aggressor lines of communications, and deliver nuclear weapons.
- (2) Navy forces. Allied Navy forces continue support of 2d (U.S.) Army Gp, with three air groups at R30Y20.
- (3) Army forces. Allied Army forces destroy Aggressor forces in the CHEMNITZ(**) — PRAGUE(**) — BRUNN(**) — OLMUTZ(**) area in accordance with the following plan:
 - (a) 2d (U.S.) Army Gp attacks in direction CHEMNITZ—PRAGUE; secures and defends PRAGUE area to prevent Aggressor movement from the east and to facilitate future friendly offensive operations to northeast; and prevents destruction of vital communication, rail, and airport facilities.
 - (b) 3d (U.S.) Army Gp attacks in direction BRECIAV(**)—OLMUTZ—TROPPAU(**); secures, occupies, and defends TROPPAU area; prevents Aggressor movement; and prepares to support advance of 3d (U.S.) Army.

- (4) Annex C (Operation Overlay) to Operation Plan 3.

c. Attachments and Detachments. Annex A (Task Organization) to Operation Plan 3.

d. Assumptions.

- (1) Aggressor Air forces are capable of attacking 3d (U.S.) Army units and installations from any direction and at any time.
- (2) There will be no major change in enemy air or friendly AD strengths.

2. MISSION

ADA elements available to 3d (U.S.) Army destroy hostile airborne air-

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(CLASSIFICATION)

(ANX D (AD) to OPLAN 3—3d (U.S.) Army)

craft and missiles or nullify or reduce their effectiveness over the 3d (U.S.) Army zone. ADA elements will attack surface targets on order.

3. EXECUTION

a. Concept of Operation.

(1) Responsibility for AD.

(a) CG, 44th (U.S.) Arty Bde (AD), is responsible to CG, 3d (U.S.) Army for coordination of overall AD of 3d (U.S.) Army subject to the AD rules and procedures of the regional AD commander (CG, 1st TAF); establishes active AD against low- and medium-altitude air attack for field army service area; and establishes active AD against medium- and high-altitude air attack for entire field army area.

(b) CG, 18th (U.S.) Abn Corps, is responsible for active AD against low- and medium-altitude air attack in zone.

(c) CG, 24th (U.S.) Corps, is responsible for active AD against low- and medium-altitude air attack in zone.

(2) Priority of air defense. Priority is to departure air-fields, nuclear weapons, guided-missile launching areas, defiles (with special emphasis on the BOHMER—WALD Mountain passes following capture), major supply installations, and army command post areas.

(3) Coordination measures. A coordinated SAM defense in depth will be established for the army area. AD zones of responsibility will be established to insure maximum utilization and effectiveness of radar surveillance, EW, ECM, and SAM and to minimize restrictive control measures. ADA liaison at CRC will provide EW and ident for army ADA elements and coordinate changes to rules and procedures.

b. 44th Arty Bde (AD):

403d Arty Gp (AD)

1st Msl Bn (Herc), 491st Arty

2d Msl Bn (Herc), 492d Arty

3d Msl Bn (Herc), 493d Arty

4th Msl Bn (Herc), 494th Arty

5th Msl Bn (Herc), 495th Arty

6th Msl Bn (Herc), 496th Arty

404th Arty Gp (AD)

1st Msl Bn (Hawk) (Towed), 431st Arty

2d Msl Bn (Hawk) (Towed), 432d Arty

3d Msl Bn (Hawk) (Towed), 433d Arty

4th Msl Bn (Hawk) (Towed), 434th Arty

5th Bn (C/V), 451st Arty

6th Bn (C/V), 452d Arty

7th Bn C/V), 453d Arty

Provide army AD of army area; establish early warning net for army area in coordination with regional AD commander; coordinate defense acquisition radar coverage of army area within regional AD radar coordinate EW ident, and ECM with regional AD commander; establish liaison and communications with AD region (CRC); coordinate movement and positioning of AD units for continuous coverage of maneuver forces and prior-

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(CLASSIFICATION)

(ANX D (AD) to OPLAN 3—3d (U.S.) Army)

ities subject to rules and procedures of regional AD commander; and provide personnel to ACE of FATOC.

c. 505th Arty Gp (AD):

- 3d Msl Bn (Hawk) (SP), 434th Arty
- 4th Msl Bn (Hawk) (SP), 435th Arty
- 5th Msl Bn (Hawk) (SP), 436th Arty
- 8th Bn (C/V), 454th Arty

Attached 18th (U.S.) Abn Corps. Group will establish liaison and communications with nearest CRP for EW, ident, and ECM coordination. ACE personnel will be provided to CTOC. Control and operational employment delegated to corps CG.

d. 406th Arty Gp (AD):

- 6th Msl Bn (Hawk) (SP), 437th Arty
- 7th Msl Bn (Hawk) (SP), 438th Arty
- 8th Msl Bn (Hawk) (SP), 439th Arty
- 9th Bn (C/V), 454th Arty

Attached 24th (U.S.) Corps. Group will establish liaison and communications with nearest CRP for EW, ident, and ECM coordination. ACE personnel will be provided to CTOC; control and operational employment delegated to corps CG.

e. Coordinating Instructions.

- (1) Appendix 1, AD Operation Overlay.
- (2) 1st (U.S.) TAF AD Tactical SOP (not issued).
- (3) Requests for restricted areas to this headquarters, attention: AD Section. Requests to include radius of area, altitude restrictions, and effective dates and times.
- (4) Herc units be prepared to deliver surface fires within capabilities. Annex C (Fire Support Plan) to Operation Plan 3.
- (5) IFF code changed as specified in joint operations instructions.
- (6) MNBA: XL—7,000 feet above terrain; XS—5,000 feet above terrain.
- (7) AD nuclear burst warning will be transmitted at burst minus 30 seconds.
- (8) This plan is effective for planning on receipt, for execution on order.

★4. SERVICE SUPPORT

Admin/Log order 4.

★5. COMMAND SIGNAL

a. Signal.

- (1) Appendix 2, Communications-Electronics.
- (2) Current SSI, SOI.

b. Command.

- (1) HQ, 44th (U.S.) Arty Bde (AD) at XY5539
- (2) 3d Army AD Section: DACHAU, GERMANY.
- (3) Others report loc.

Acknowledge. (Note 1)

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(CLASSIFICATION)

(ANX D (AD) to OPLAN 3-3d (U.S.) Army)

CARROLL
GEN

(Note 1)

★OFFICIAL:

/s/Ballard

BALLARD (Note 1)

G3

Appendixes: 1—AD Operation Overlay (omitted)

2—Communications-Electronics (omitted)

Distribution: B

NOTE 1. The heading, acknowledgment, command line, and authentication are required when an annex is issued by separate distribution.

(CLASSIFICATION)

Example G-6. Rear Area Security Annex to Operation Plan, Field
Army (Issued by separate distribution)

(CLASSIFICATION)

Copy No 10 of ____ copies

30th Army

(Note 1) YAHYA AL HASAN (38°47' N, 45°04' E), IRAQ

172000Z October 19__

CX 819

ANNEX M (REAR AREA SECURITY) to OPERATION PLAN 10

★References: Maps, Series 1501, Southwestern ASIA, Sheets NJ 30-13,
38-14, 38-15; Edition 1, 1:250,000.

USAF Series 1006, Aeronautical Approach Chart, Index
AC 3, Sheets 427, BI, BIII, CI, and CII, Edition 1,
1:250,000.

★Time Zone Used Throughout the Order: ZULU.

1. SITUATION

- a. Enemy Forces. Annex B (Intelligence) to OPLAN 10.
- b. Friendly Forces. OPLAN 10.
- c. Attachments and Detachments. No change from 10 October troop list.
- d. Assumptions. Enemy can—
 - (1) Penetrate army service area with armor elements up to three battalions in strength.
 - (2) Assault with airborne elements of less than regimental strength supported by air and light artillery.
 - (3) Mount a guerrilla attack of battalion strength unsupported by artillery.
 - (4) Infiltrate units up to battalion size unsupported by artillery.
 - (5) Execute sabotage anywhere in the area.
 - (6) Combine the above capabilities.

2. MISSION

30th Army secures and defends units, installations, activities, and lines of communications in army service area and prepares to execute offensive and rescue missions in adjoining areas.

3. EXECUTION

- a. Concept of Operation. Operations are conducted with locally available forces for a period of up to 24 hours without the assistance of army reserve forces. CG, 30th FASCOM, is responsible for planning and execution. Appendix 1, Operation Overlay.
- b. 30th FASCOM:
 - (1) Organize and supervise security of the army service area and execute security measures.
 - (2) Send requests for army reserve forces to G3, 30th Army.
- c. 30th Armd Div:
 - (1) Prepare for commitment in the army service area; priority to areas 1 and 2 in that order.
 - (2) Prepare anti-airborne plan for areas 1, 2, and 3. Coordinate plan with CG, 30th FASCOM, and submit coordinated plan to 30th Army HQ.

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(CLASSIFICATION)

(ANX M (RAS Plan) to OPLAN 10—30th Army)

d. 312th Inf Bde: prepare for commitment anywhere in army service area north of line O-X.

e. 202d Armd Cav Regt:

(1) Prepare for commitment in army service area south of line O-X.

(2) Provide not to exceed one squadron on army order to CG, 30th FASCOM, for convoy escort to division transfer points.

f. 105th Avn Gp: prepare to furnish one aviation company (assault helicopter) to move elements of reserve forces on 2 hours' notice.

g. Coordinating Instructions.

(1) This plan is effective for planning on receipt and for implementation on order.

(2) Units in army service area directly under HQ, 30th Army, control establish necessary coordination and liaison with CG, 30th FASCOM.

(3) CG, 30th FASCOM, submit operation plans concerning 30th Army units other than support command units to HQ, 30th Army, for approval.

(4) Nondivisional units will be released to CG, 30th FASCOM, for employment. Divisional units will be employed by CG, 30th Army, to include antiairborne operations.

4. SERVICE SUPPORT

Admin/Log Order 8.

5. COMMAND AND SIGNAL

a. Signal.

(1) Annex E (Communications-Electronics) to OPLAN 10.

(2) Warning nets. Appendix 2, Warning Nets.

(3) Alerts. Appendix 2, Warning Nets.

b. Command. Report CP changes.

Acknowledge. (Note 1)

PERRY
GEN

(Note 1)

★OFFICIAL:

/s/Scott

SCOTT (Note 1)

G3

Appendixes: 1—Operation Overlay (omitted)

2—Warning Nets (omitted)

Distribution: A (Note 1)

NOTE 1. The heading, acknowledgment, command line, and authentication are required when an annex is issued by separate distribution.

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APPENDIX H

ORDERS AND ANNEXES TO ORDERS

(STANAG's 2014, 2027, 2031, 2041 and 2098)

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Section I. GENERAL

H-1. General

Chapter 8 contains general information pertaining to orders. This appendix contains information pertaining to the format and content of orders and annexes to orders. Typical examples are included.

H-2. Operation Order

The general description and contents of each element of the format for the operation order are summarized in figure H-1. Example operation orders are shown in section II of this appendix.

H-3. Administrative/Logistics Order

The general description and contents of each element of the administrative/logistics order are summarized in figure H-2. An example

administrative/logistics order is shown in section III of this appendix.

H-4. Other Orders

An example fragmentary order, warning order, directive, and letter of instructions are shown in section III of this appendix.

H-5. Annexes

Example annexes are shown in section IV of this appendix.

H-6. Standing Operating Procedure

A format for a standing operating procedure (SOP) is not prescribed. Figures H-3 and H-4 show a format and an explanation for an SOP, tactical command, and an SOP, combat service support command, which may be used as a guide in the preparation of an SOP.

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★If there were no oral orders, this space is left blank. If there were oral orders, expressions such as "No change from oral orders" or "No change from oral orders except for paragraph 4" will be used.

Copy No _____ of _____ copies
 Issuing unit
 Place of issue (may be in code)
 Date-time group of signature (time
 order is effective unless otherwise
 designated in para 3) must include
 time zone suffix
 Message reference number

★The purpose of the message reference number is to allow an operation order to be acknowledged in the clear over radio without the possibility of the enemy learning that an operation order has been issued. It is normally the internal number of the message releasing authority.

★TYPE AND SERIAL NUMBER OF OPERATION ORDER (Note 1)

★References: List any map or other document required to understand the order. Reference to a map will include the map series number (and country or geographic area, if required), sheet number (and name if required), edition and scale.

★Time Zone Used Throughout the Order: (The zone applicable to the operation.)

★Task Organization: This information must be given either here, in paragraph 3, "EXECUTION," or in an annex. Under this heading, as appropriate, give the subdivision of the force, including attached units, together with the names and ranks of the commanders when necessary. Show complete designation of nonorganic units. Abbreviated designation may be used for organic units.

This listing constitutes attachment unless qualified by such parenthetical terms as "Spt," "GS," "Reinf," "DS," or "Op con," indicating a support role for the unit commander.

Time or times that the attachment, detachment, or support status is effective may also be listed here rather than in paragraph 1c.

★1. SITUATION

Information of the overall situation essential to understand and the current situation. *This paragraph will always contain subparagraphs a, b, and c as shown below.*

a. Enemy Forces. Composition, disposition, location, movement, estimated strengths, identification, and capabilities. Reference to a published intelligence document, overlay, or annex may be sufficient. (Note 2.)

b. Friendly Forces. Information concerning friendly forces other than that covered by the operation order which may directly affect the action of subordinate commanders.

c. Attachments and Detachments. When not given under task organization, list here or in an annex, units attached to or detached from the issu-

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Figure H-1. Operation order format (based on STANAG 2014).

(CLASSIFICATION)

(Short title identification)

ing headquarters together with the times that attachments are effective. If these units are indicated in task organization, an appropriate reference is entered. In the case of a unit that has been attached for some period of time, the term "Remains attached" may be used.

2. MISSION

A clear, concise statement of the task to be accomplished by the command. The mission statement normally contains the *who*, *what*, *when*, and, as appropriate, the *why* and *where* as taken from the higher headquarters order or as deduced by the commander. The *how* (unit or units making the main attack and other amplifications) more properly belongs in paragraph 3a, "Concept of Operation." The mission is stated in full, even if shown on the operation overlay. Paragraph 2 never has subparagraphs.

3. EXECUTION

a. In the first subparagraph, give the concept of operation. This is a statement of the commander's tactical plan, to include the scheme of maneuver and plan of fire support. It is informative rather than directive. It may also provide, where necessary, the commander's visualization of the conduct of the operation and a clarification of its purpose. Although brief, it is stated in sufficient detail to insure appropriate action by subordinates in the absence of additional specific instructions. The scheme of maneuver (and any nuclear fires to complement it) covers employment of major maneuver units and is derived primarily from the commander's decision. The plan of fire support stems from the commander's decision and from staff planning. It includes whether a preparation is to be fired and, if so, its duration and the priority of fires; it may also include allocation of nuclear weapons.

(1) The concept of operation may be divided into two subparagraphs: (1) describing the scheme of maneuver and titled "Maneuver" and (2) covering the plan of fire support and titled "Fires."

(2) When an operation involves two or more distinct phases, the concept of operation, or the maneuver portion thereof, may be prepared in subparagraphs describing each phase. Usually, each phase is given a designation (e.g., phase I, phase II).

b. In subsequent separate lettered subparagraphs, the specific tasks to be accomplished by each element of the command charged with the execution of tactical missions are given. Missions or tasks of subordinate commands that are adequately contained on the operation overlay need not be repeated in these subparagraphs. When instructions are multiple, they are itemized. If there is a priority or a sequence for accomplishment, it is stated. If nuclear weapons are allocated to a subordinate unit, the allocation is shown in the subparagraph for the unit concerned unless a separate nuclear allocation annex is used. Units not solely in reserve ((4) below) are listed in the following order:

(CLASSIFICATION)

Figure H-1—Continued.

(CLASSIFICATION)

(Short title identification)

(1) Combined arms commands. If applicable, the largest command headquarters subordinate to the unit issuing the order is listed first. This normally would occur when two or more major subordinate maneuver units are combined under a single commander, i.e., a task force. Combined arms commands are listed in alphabetical or numerical order, as appropriate.

(2) Combat elements not categorized in (1) above are then listed numerically (note 3) in order of—

- (a) Infantry.
- (b) Infantry (mechanized).
- (c) Airmobile infantry.
- (d) Airborne infantry.

(e) Armor elements. List tank units first, followed respectively by cavalry (armored cavalry squadron at division level; armored cavalry regiment at corps and field army).

(f) Other combat elements. An engineer unit with a straight combat mission is an example. At battalion the reconnaissance/scout platoon, heavy mortar platoon, antitank platoon, air defense section, ground surveillance section, and armored vehicle launched bridge (AVLB), in that order, are examples.

(g) Artillery. The artillery subparagraph is divided into three subparagraphs: the first covers field artillery; the second covers air defense artillery; and the third refers to the fire support annex. In listing artillery, the organic and attached units are listed in numerical sequence (regimental numbers), beginning with the lowest numbered unit. As a minimum, the artillery subparagraph includes the artillery organization for combat and a reference to the fire support annex.

(3) Other elements providing combat support as applicable. These elements are listed in alphabetical sequence by branch. Normal service missions are not included. It is not necessary to list all the units in the command, nor is it required to give instructions for the total employment of a particular unit. For example, instructions to an engineer unit concern only the combat support portion of the unit's mission.

(4) Reserve elements. Composition of, and instructions to, the reserve appear in the next to the last subparagraph of paragraph 3, entitled "Reserve."

(a) Nuclear weapons held in reserve (at division or lower or when the number of weapons is small) are shown in this subparagraph.

(b) In the case of a unit totally in reserve at the time that the order becomes effective, this is the only subparagraph in which such a unit will appear. (This is true even when subordinate elements of the reserve unit are attached or support other units that have assigned mission in above paragraphs.) Units not in reserve at the time of the order, but designated as reserve at some future time, are listed initially in their appro-

(CLASSIFICATION)

Figure H-1—Continued.

(CLASSIFICATION)

(Short title identification)

priate subparagraph above and also in this subparagraph with a qualifying phrase on when or under what conditions the unit will be in reserve. The listing of two or more units in this subparagraph does not in itself indicate an attachment.

(5) The last subparagraph of paragraph 3 is entitled "Coordinating Instructions" and contains details of coordination and control applicable to two or more elements of the command. Troop safety measures appropriate to the nuclear battlefield may be shown here. Restrictions on use of nuclear weapons may be included. Priorities and necessary coordination procedures for use of the airspace above the battlefield are shown here.

★4. SERVICE SUPPORT

This paragraph contains a statement of the combat service support instructions and arrangements supporting the operation which are of primary interest to the units and formations being supported. It may also give the commander's direction to service commanders. If lengthy or not ready for inclusion in the operation order, this detail may be issued separately as an annex and referenced here, but matters of immediate concern should be given together with such reference. At higher formations, this paragraph will usually state "See administrative/logistics order." At the lower levels of command, this paragraph or the service support annex may eliminate the need for an administrative/logistics order. Paragraph 4 contains such subparagraphs as are required, follows the sequence of paragraphs 3 through 8 of the administrative/logistics order and includes heading corresponding thereto.

5. COMMAND AND SIGNAL

Instructions relative to command and the operation of signal communications. This paragraph may have as many subparagraphs as are required. Three of the more common subheadings are "Signal," "Command," and "Axis of Command Post displacement." Signal instructions may refer to an annex, but, as a minimum, should list the index and issue number of the signal operations instructions (SOI) that is in effect and instructions for control, coordination, and establishment of priorities in the use of electromagnetic emissions, if not already issued. Command instructions include command post (CP) location of subordinate and higher units. Designation of alternate CP and succession of command will be entered in this subparagraph if not adequately covered in SOP or annex. The axis of command post displacement consists of one or more future locations.

★Acknowledgment Instructions

Instructions for the acknowledgment of an order are given here if required. The word "acknowledge" may suffice. An acknowledgment to an operation order means that it has been received and understood.

 (Commander) (Note 4)
(CLASSIFICATION)*Figure H-1—Continued.*

(CLASSIFICATION)

(Short title identification)

Authentication (Note 4)

Annexes (by letter and title)

★Distribution

When orders are to be distributed either to a unit of a nationality other than that of the issuing headquarters or to a NATO command, the distribution list is normally given in full. Distribution includes copies of the order furnished either for action or for information.

NOTES 1. The type of operation order (e.g., Army, Navy, Air Force, or joint) is indicated in combined or joint operations. Within a single Service, the type of operation order is normally omitted. When required, a code title may also be included. Operation orders of a command are numbered successively in each calendar year.

2. Reference to an annex may be made at any time it is desired to call the reader's attention to the annex. One such reference is all that is required.

3. When listing units that have both a parent unit numerical designation and an alphabetical identity, list by parent numerical sequence and alphabetically within parent unit if more than one unit from same parent unit.

4. The last name and the grade of the commander appear on all copies of the order. The original copy (No. 1) must be signed by the commander or an authorized representative. This is the historical copy that remains in the files of the headquarters. If the commander or the chief of staff (executive officer) signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing general or unit staff officer is required on all subsequent copies.

5. Terms such as "No change," "See overlay," "Annex____," "INTSUM No.____," and "None" are permissible and should be used to maintain brevity of the order.

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Figure H-1—Continued.

(CLASSIFICATION)

(Each of the paragraph headings must be shown in a written order; however, an entry under each of the headings is not required. Terms such as "No change," "See overlay," "Annex _____," "None," or "Nil" are permissible. If any subparagraph is not applicable to a particular situation, it is omitted and the sequence of remaining subparagraphs is modified accordingly. Standing operating procedure (SOP) items are not stated in the order unless necessary to emphasize the item.) The phrase "No change from oral orders" or "No change from oral orders except paragraph _____" will appear here if oral orders, have been issued concerning this operation. In the absence of oral orders, the space is left blank.

Copy No. _____ of _____ copies
 Issuing unit
 Place of issue
 Date-time group of signature (must include
 time zone suffix) (Note 1)
 Message reference number

ADMINISTRATIVE/LOGISTICS ORDER NO _____

(Type and serial number) (Note 2)

★RELATED OPERATION ORDER NO _____ (when applicable)

★References: (Maps, charts, and relevant documents.)

★Time Zone Used Throughout the Order:

Composition and Location of Administrative and Logistics Service Units.

This information may be given here, in the appropriate paragraph of the order, or in a trace or on an overlay. If units are not listed here this heading may be omitted.

★1. SITUATION

A general statement of administrative and logistic factors affecting support of the operation. Include any information of the general overall situation essential to understand the current situation as it influences combat service support.

a. Enemy Forces. Composition, disposition, location, movements, estimated strengths, and identifications. (Reference to an operation order or to the intelligence annex to an operation order should be used if published or to be published.) List enemy capabilities that can influence the combat service support mission.

b. Friendly Forces. Pertinent information of own forces, other than those covered by a referenced operation order or to be included in subsequent paragraphs of this order that may directly influence the combat service support mission.

★2. MISSION

★A clear and concise statement of the combat service support mission as a whole.

3. GENERAL

Outlines the general plan for combat service support and any orders that are not suitably covered by succeeding paragraphs (e.g., location of

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Figure H-2. Administrative order format (based on STANAG 2032).

(CLASSIFICATION)

(Short title identification)

the division support area in a division order, location of coordinating agencies, general instructions for movement of installations).

4. MATERIEL AND SERVICES

Includes information pertaining to supplies (normal daily requirements), transportation, maintenance, construction, other services, and allocation of labor for combat service support purposes.

a. Supply. This paragraph may contain a subparagraph for each class of supply, maps, water, special supplies, excess materiel, salvage materiel, and captured materiel. When applicable, each subparagraph contains the location of the installations concerned with the handling of supplies and materiel for supported units, time of opening or closing, operating units, supported units, levels of supply, methods and schedules of distribution, instructions for submission of routine reports concerning the particular supplies listed, and any other pertinent instructions or information needed by supported units. Instructions and/or information for two or more classes may be included under one subparagraph when entries are limited and when clarity is not sacrificed. For class V, include the designation and location of the approving agency for ammunition requisitions, the available supply rate (ASR), and the special ammunition load (SAL), as appropriate.

b. Transportation. Include location of terminals and installations (rail stations, airfields, ports, and beaches) and operating units; schedules (march tables, timetables, and entraining tables); traffic control and regulation measures, such as regulations, restrictions, allocations priorities, and regulating and control points; and designation of the main supply route (MSR). Items listed in this subparagraph are not necessarily limited to Transportation Corps operations and may include ocean, inland waterway, coastal, highway, air, rail, pipeline, and miscellaneous activities.

c. Services. Include information and/or instructions for supported units that prescribe the type of service available, designation and location of unit or installation providing the service, assignments to support units, and schedules for service, if applicable. Special service missions for service units not covered in other orders (e.g., priority of effort of engineers) may be included in this subparagraph. List under each subparagraph pertinent service installations, stating location, operating units, and assignments to supported units. In addition, special missions that are not covered in other orders may be assigned to service units in these subparagraphs.

(1) Construction.

★(2) Field service. Laundry, bath, clothing renovation and exchange, bakery, decontamination, clothing impregnation or reimpregnation, graves registration.

(CLASSIFICATION)

Figure H-2—Continued.

(CLASSIFICATION)

(Short title identification)

(3) Health service. Medical, dental, and veterinary service, including laboratory service, spectacle service, blood transfusion service, preventive medicine, and health and sanitation.

(4) Installation service. Real estate, repair and utilities, fire protection, sewage and trash disposal, water supply.

(5) Other. Aviation, explosive ordnance disposal (EOD), photography, and procurement.

d. Labor. Include policies pertaining to the use of civilians and prisoners of war, restrictions on the use of civilians and prisoners of war, allocation and priorities of available labor, and designation and location of labor units available.

e. Maintenance. Includes priority of maintenance, location of facilities, and collecting points.

★5. MEDICAL EVACUATION AND HOSPITALIZATION

This paragraph contains information and instructions for supported units that prescribe the plan for evacuation and hospitalization of sick, wounded, or injured military personnel.

a. Evacuation. List dispensaries, aid stations, and clearing stations, stating opposite each its location, time of opening or closing, operating units, and units supported. This subparagraph should state routes, means, and schedules of evacuation and responsibilities thereof. Evacuation and treatment policies should be included when applicable. Specific policy for evacuation by air and evacuation of CBR contaminated patients is included.

b. Hospitalization. List hospitals (evacuation, station, general, field, and convalescent), giving for each the location, time of opening or closing, and units supported, if appropriate. If a definitive policy for hospitalization of casualties due to chemical, biological, or nuclear radiation contamination has been established, this policy should be included in this subparagraph.

★6. PERSONNEL

This paragraph contains all necessary information and instructions pertaining to personnel matters, including foreign civilian labor used in direct military support functions. Under each of the following subparagraphs are listed, when applicable, the installation; location; and time of opening or closing; operating units; the units or area served; rest, leave, and rotation criteria and quotas allocated to units; unit responsibility for movement or administration of personnel; reports required; requisitions or plans concerning personnel activities, and necessary references to previous orders, instructions, or SOP.

a. Maintenance of Unit Strength.

(1) Strength reports. Include instructions for submission of data required to keep the commander informed of status of strength.

(CLASSIFICATION)

Figure H-2—Continued.

(CLASSIFICATION)

(Short title identification)

These instructions will include requirements for routine reports and special reports following a mass destruction attack or a natural disaster.

(2) Replacements. Include a statement establishing the validity of existing personnel requisitions, instructions for submission of requisitions, instructions for processing and moving replacements, the location of replacement units and the units each will support, and type and location of unit replacements under control of the issuing headquarters.

b. Personnel Management.

(1) Personnel procedures. Include any information and/or instructions concerning classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, training, rotation, and personnel economies.

(2) Civilian personnel. List sources of civilian labor; locations of civilian personnel offices or other labor administration centers and labor pools; procurement policies and procedures; pay schedules, allowances, and combat service support to be provided; relation to civil affairs; and responsibilities of subordinate commanders for administration. Refer to appropriate SOP or provide specific pay scales and other conditions of employment in an annex.

(3) Prisoners of war. Instructions concerning the collection, safeguarding, processing, evacuation, use, treatment, and discipline of prisoners of war and all personnel arrested or captured but not immediately identifiable as prisoners of war. Location of prisoner of war facilities.

c. Development and Maintenance of Morale.

(1) Morale and personnel services. Include information and/or instructions concerning leaves, rest and recreational facilities, decorations and awards, postal and finance services, religious activities, personal hygiene, special services activities, post exchanges, welfare activities, and legal assistance.

(2) Graves registration. Include location of cemeteries, evacuation procedures, handling of personal effects, and ceremonies to be performed. Instructions outlining procedures to be followed in case of isolated burials, mass burials, and/or contaminated remains must be included in this subparagraph or in the unit SOP.

d. Maintenance of Discipline, Law and Order. Include information and instructions concerning troop conduct and appearance; the control and disposition of stragglers, including the location of straggler collecting points and special instructions for straggler control augmentation in the event of mass destruction attacks; instructions for the administration of military justice; and any information or instructions concerning relations between

(CLASSIFICATION)

Figure H-2—Continued.

(CLASSIFICATION)

(Short title identification)

military and civilian personnel, such as fraternization, blackmarket, selling government property, and respect for local laws.

e. Headquarters Management. Include instructions concerning movement, internal arrangement, organization, and operation of the headquarters; and allocation of shelter in headquarters area for troop and for the headquarters.

f. Miscellaneous. Include any personnel administrative matters not specifically assigned to another general staff section or included in the preceding subparagraphs.

★7. CIVIL-MILITARY COOPERATION

This paragraph covers such activities as the allocation of civil affairs units, control of refugees, feeding and treatment of the civilian population and psychological operations in support of civil affairs.

★8. MISCELLANEOUS

Special instructions not covered above.

a. Boundaries. Location of rear boundary and any other boundary needed for combat service support purposes.

b. Protection. Measures established for the protection of combat service support units and/or installations. Usually, this will consist of an announcement of the tactical unit providing the protection, combat service support units or installations receiving the protection, and any conditioning factors to the protection. This announcement is information for combat service support units, not an order to the tactical units involved. Pertinent instructions from the rear area protection plan or reference to an annex or both will be included in this subparagraph.

c. Special Reports. Include those reports required but not included in previous paragraphs or those requiring special emphasis.

d. Other Combat Service Support Matters. Information and/or instructions not included in any previous paragraph.

★9. COMMAND AND SIGNAL

This paragraph contains the headquarters location and movements, liaison arrangements, recognition and identification instructions, and general rules concerning the use of communications and other electronic equipment if necessary. An annex may be used when considered appropriate. Acknowledgment Instructions.

Signature Commander
(Note 3)

Authentication: (Note 4)

Annexes:

Distribution:

(CLASSIFICATION)

Figure H-2—Continued.

(CLASSIFICATION)

(Short title identification)

NOTES 1. This is the time when the commander actually signs the order and is the effective time of the order unless stated otherwise in paragraph above.

★2. Type of administrative/logistics order is usually indicated in combined or joint operations. Within a single Service, the type of administrative/logistics order is normally omitted. When required, a code title may also be included.

3. The name and the grade of the commander appear on all copies of the order. The original copy (No. 1) *must be signed* by the commander or a specifically authorized representative. If the chief of staff signs the original, the term "FOR THE COMMANDER" is added. The signed copy is the historical copy that remains in the files of the headquarters.

★4. If the commander or his authorized representative signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing staff officer is required on all subsequent copies and only the last name of the commander appears in the signature block.

(CLASSIFICATION)

Figure H-2—Continued.



1

2

3

4



5

6



(Classification)

Headquarters
Location
Date

STANDING OPERATING PROCEDURES

I. GENERAL

A. Purpose. A statement of the general coverage and uses of the SOP, including applicability and any special contingencies.

B. Conformity. Instructions concerning the requirement for conformity in the procedures of subordinate and supporting units.

II. COMMAND AND CONTROL

This paragraph contains information of general applicability to all combat, combat support, and combat service support operations of the command.

Command and Control.

1. Organization. When applicable, designation of habitual task organizations and organizations of supporting and attached forces.

2. Command posts.

a. Composition, movement, and control; alternate command posts and succession of command applicable to the publishing headquarters; tactical operations center.

b. Requirements for, and procedures in, reporting information concerning command posts of subordinate units.

3. Liaison and coordination. Liaison responsibilities between headquarters and coordination responsibilities between headquarters.

4. Signal communications.

5. Orders, reports, and distribution. General information common to all orders and reports that is applicable to all units of the publishing headquarters.

(Classification)

Figure H-3. Format for SOP, tactical command.

(Classification)

(Short title identification)

III. COORDINATION OF COMBAT AND COMBAT SUPPORT OPERATIONS

This paragraph in the body of the SOP contains information of general applicability, together with references to appropriate annexes, which provide detailed procedures.

A. Intelligence.

1. Reconnaissance and surveillance. Instructions covering acquisition, processing and dissemination of information acquired with ground and air reconnaissance or surveillance means, including request procedures for support.

2. Prisoners of War. Level and detail of interrogation for proper fulfillment of intelligence mission.

3. Captured documents. Instructions for handling and processing captured documents.

4. Technical intelligence. Designation of items of enemy materiel required for examination and instructions for processing and disposition.

5. Maps, photos, photomaps, and terrain models. Instructions covering availability, requisitions, and distribution.

6. Weather.

7. Counterintelligence. Instructions concerning routine and special counterintelligence measures, including counterreconnaissance and counterinfiltration.

8. Fallout, radiological monitoring, and survey.

9. Attached and supporting intelligence specialists and units.

B. Operations

1. Fire support coordination. Includes procedures concerning target numbering system, safety, observation, tactical air support, naval fire support, air defense, use of smoke and battlefield illumination, and nuclear damage criteria.

(Classification)

Figure H-3—Continued.

(CLASSIFICATION)

(Short title identification)

2. Security. Unit responsibilities, coordination requirements, reports, and requests for assistance.

3. Development of the situation. Special instructions for establishing and maintaining contact and accomplishment of special reconnaissance tasks by reconnaissance and security units.

4. Tactical air support. Request procedures.

5. Employment of nuclear weapons. Allocation of weapons, authority to fire, safety lines, risk criteria, and reporting results of nuclear fires.

6. Air defense operations.

7. Army aviation operations.

8. Chemical and biological operations.

9. Engineer operations.

10. Signal operations.

11. Barrier and denial operations.

12. Tactical cover and deception.

13. Electronic warfare.

14. Unconventional warfare.

★15. Civil-military operations.

c. Techniques. Operation and intelligence orders and reports pertaining to combat and combat support operations.

d. Special Considerations.

1. Mobility. This paragraph includes such information as march organization, control, priority, density and rate, halts, lights, passing, vehicle marking, and reporting accidents.

2. Night operations.

3. Regulation and coordination of the use of airspace.

(CLASSIFICATION)

Figure H-3—Continued.

(CLASSIFICATION)

(Short title identification)

4. Actions to reduce the effects of enemy nuclear weapons and chemical and biological agents.

5. Rear area security.

IV. COORDINATION OF COMBAT SERVICE SUPPORT OPERATIONS

Only key operational procedures of general applicability are covered in the body of the SOP. Most of the subheadings below will refer to an annex for detailed coverage.

a. General. This paragraph establishes the normal combat service support organization in support of the unit's operations. If a single coordinating agency (e.g., the support command commander) is used, include such information here.

b. Techniques. Orders and reports pertaining to combat service support operations.

c. Detailed Procedures.

1. Combat service support.

a. Coordination of combat service support activities within each administrative agency.

b. Materiel and services.

(1) Supply. Classes I, II and IV, III and IIIA, V, and water. (May be included as annexes.)

(2) Transportation. All forms.

(3) Services (including maintenance). May be in annexes.

2. Personnel.

a. Maintenance of unit strengths.

(1) Strength, records, and reports. Procedures are included to report personnel status, casualties, and unit disasters.

(2) Replacements.

b. Personnel management.

(1) Personnel procedures. Personnel policies and activities used to implement the personnel management program.

(CLASSIFICATION)

Figure H-3—Continued.

(Classification)

(Short title identification)

(2) Civilian personnel. Policies and procedures for personnel management of US and local national civilians, including mobile civilian units, fillers for type B units, and responsibilities of subordinate command elements for administration, pay, and logistic support under various situations, to include—

(a) Emergency modification of existing systems of employment.

(b) Methods of administration in changing and in stabilized situations.

(c) Organization and administration of mobile units.

(3) Prisoners of war and civilian internees. All normal phases of processing, handling, accounting, and evacuation other than interrogation will be covered.

c. Development and maintenance of morale.

(1) Morale and personnel services. This includes authorized absences (pass, rest and recreation, leave), decorations and awards, mail, post exchange supplies, finance, chaplain, and special services.

(2) Graves registration service. Policy on recovery and disposition of dead—friendly or enemy.

d. Health services.

e. Maintenance of discipline, law and order. Troop conduct and appearance, handling of stragglers, and other disciplinary cases.

f. Headquarters management. Applicable only to the command post of the publishing headquarters.

g. Miscellaneous. Matters not covered in above subparagraphs.

3. Civil affairs.

4. Miscellaneous combat service support matters.

a. Location of rear boundaries and designation of service areas.

(Classification)

Figure H-3—Continued.

(Classification)

(Short title identification)

b. Combat service support responsibilities for handling of nuclear weapons.

5. Area damage control. Disasters of all types are considered. Coordination must be made with rear area protection plans.

6. Public information and community relations. Policies made to improve military-civilian relations.

(Commanding)

Annexes: A—Internal Operations and Movement of the Headquarters

B—Prisoners of War, Captured Documents and Materiel

C—Reconnaissance and Surveillance

D—Counterintelligence

E—Fire Support Coordination

F—Actions To Minimize Effects of Nuclear Attack

G—Air Defense

H—Army Aviation

I—Chemical and Biological Operations

J—Movements

K—Unconventional Warfare

L—Psychological Operations

M—Rear Area Security

(Classification)

Figure H-3—Continued.

(Classification)

(Short title identification)

N—Chemical

O—Engineer

P—Medical

Q—Military Police

R—Signal

S—Supply

T—Services

U—Transportation

V—Civil Affairs

W—Combat Service Support Responsibilities for
Handling of Nuclear Weapons

X—Area Damage Control

Y—EMR Environment of Risk to Nuclear and Con-
ventional Weapon Systems

Distribution:

OFFICIAL:

/s/ _____

(G3)

(Classification)

Figure H-3—Continued.

(Classification)

Combat service support command
Location
Date

STANDING OPERATING PROCEDURES

PART ONE—ORGANIZATIONS AND FUNCTIONS

Section I. APPLICATION

In this section, give the purpose and scope of the SOP and applicability of procedures prescribed.

Section II. ORGANIZATION

By organizational charts, show the organization of the combat service support command and its headquarters.

Section III. FUNCTIONS

1. In a general paragraph, explain the composition of the major elements of the headquarters (i.e., command and staff); the purpose of the headquarters; and the broad responsibilities and functions of the commanders and staff officers.
2. By succeeding paragraphs, list the specific responsibilities and functions of each staff division, section, and subordinate elements of the command.

PART TWO—STAFF OPERATIONS

Section I. COMMAND AND STAFF RELATIONSHIPS

By separate paragraphs, outline the primary relationships among various elements of the combat service support command and between the combat service support command and higher headquarters, adjacent, and supported units. The following must be clearly delineated:

1. Command and technical channels.
2. Dual responsibilities, such as one individual being both a commander and a staff officer.
3. Responsibility for liaison and coordination with higher, lower, and adjacent commands.

(Classification)

Figure H-4. Form for SOP, combat service support command.

(CLASSIFICATION)

(Short title identification)

4. Cooperation and coordination between staff sections.

Section II. INTELLIGENCE

This section outlines the responsibilities for and describes the procedures for all matters pertaining to intelligence operations in the command.

Section III. ESTIMATES, PLANS, AND ORDERS

This section outlines the responsibilities for and describes the procedures for preparation of various estimates, plans, and orders.

Section IV. SECURITY

This section outlines the responsibilities for rear area protection for all elements of the command. This may be done by reference to the appropriate annex of the SOP or the operation plan.

Section V. LOGISTICS

In this section, detailed procedures should be given covering supply, construction, movement, maintenance, services, and labor. This section is closely related to the administrative order and many aspects covered in the SOP need not be repeated in the administrative order. However, appropriate reference to the SOP should be made. The details of logistic operations will normally be given in the various annexes, and only the appropriate references need be made in the main body of this section.

Section VI. PERSONNEL

In this section, detailed procedures should be given concerning all aspects of personnel management and operations. The following should be covered:

1. Strengths, records, and reports.
2. Replacement.
3. Discipline, law and order.

(CLASSIFICATION)

Figure H-4—Continued.

(CLASSIFICATION)

(Short title identification)

4. Prisoners of war and civilian internees.
 5. Graves registration.
 6. Health services.
 7. Morale and personnel services.
 8. Personnel procedures.
 9. Civilian employees. (U.S. citizens, local nationals in stable and changing situations, third state nationals, and mobile labor.)
- This section is closely related to the personnel paragraph in the administrative order. The more complete the SOP, the less detail required in the administrative order.

★Section VII. CIVIL-MILITARY OPERATIONS

This section should give complete and detailed procedures pertaining to civil-military operations, to include coordination with theater PSYOP and civil affairs units and with other elements specifically committed to CMO activities, civil supply, evacuation, transportation, real estate, labor, national resources, control of civilian population, travel, curfew and other restrictions, public health, law and order, public information, government administration, displaced persons and refugees, finances, price control, rationing, and civil defense.

Section VIII. ADMINISTRATION

This section covers details pertaining to internal administrative matters not covered in other sections of the SOP. Such activities as postal service, records management, correspondence, printing and publication, miscellaneous reports, staff procedures, staff records, maintenance of daily journals, policy files, command reports, uniform regulations, office hours, reports control, forms control, office services, courier and messenger service, handling of classified correspondence, fiscal and financial activities, inspections and investigations, and other miscellaneous administrative functions.

(CLASSIFICATION)

Figure H-4—Continued.

(Classification)

(Short title identification)

Section IX. COMMAND AND SIGNAL

This section covers such activities as the location of command posts and special instructions and reports not covered in other parts of the SOP. Also included are special instructions concerning signal communications that are not contained in the signal annex, standing signal instructions (SSI), and signal operation instructions (SOI).

Commander

Annexes:

Annexes to an SOP facilitate the use of the SOP and preserve brevity, completeness, clarity, and simplicity within the main body of the SOP. By using annexes, information that either is limited in scope or is technical in application can be excluded from the main body of the SOP. However, appropriate reference should be made to the annex. Use of annexes also facilitates use of the SOP by permitting a larger printing and distribution of the annexes than of the main body plus all annexes. The following is a list of annexes that may be included in a combat service support command SOP:

Organization charts.

Administrative overlay.

Intelligence.

Psychological operations.

Supply.

Maintenance.

Construction.

Health service.

(Classification)

Figure H-4—Continued.

(Classification)

(Short title identification)

Field services.

Ammunition.

Support of nuclear weapons.

Transportation.

Personnel.

Civil affairs.

Judge advocate.

Military police.

Finance.

Procurement.

Rear area protection (when not published as a separate operation plan).

Other emergency plans (when not published as a separate operation plan).

Other annexes as appropriate.

Distribution

Authentication

(Classification)

Figure H-4—Continued.

- (9) The mission is a clear, concise statement of the task to be accomplished by the command. It will include those tasks specified by the higher headquarters directing the operation and those implied tasks determined by the commander as a result of his mission analysis to be essential for clarity. It normally requires the inclusion of WHO, WHAT, WHEN, and, as appropriate, WHY and WHERE. This paragraph has no subparagraphs. The mission is stated in full, even if portions are shown on the overlay.

- (11) Recommended by division artillery commander except for priority of fire, which is determined by the division commander and entered by G3.
- (12) Recommended by air defense artillery staff officer. Priorities of air defense are provided by the division commander.
- (13) Recommended by division FSCORDO. Letter designation of annex is provided by G3.
- (14) Recommended by G3 in coordination with division engineer. Letter designation of annex is provided by G3.
- (15) Provided by G3 based on guidance received from the commander.
- (16) Provided by G4 in coordination with G1, G2, G3, G5, support command commander, and appropriate special staff officers.
- (17) Reserve: G3 determines from the commander's decision and any explanation and amplification thereof. It is always included as the next to the last subparagraph in paragraph 3 unless there are no coordinating instructions, in which case it becomes the last subparagraph. Nuclear weapons that are held in reserve are shown in this subparagraph. At corps and field army a general statement on the nuclear weapons reserve may be made but the details (number of weapons, yields, delivery systems, etc.) will be included in a separate annex to the operation order or in an appendix to the fire support annex.

3. EXECUTION (Remark 10)

a. Concept of Operation. Annex B, Operation Overlay.

(1) Maneuver. Div atk with 1st Bde making main attack on north (right), 2d Bde on south (left), and 3d Bde in reserve, to penetrate enemy positions in zone and secure the div objectives; prepare to continue the atk to west or to conduct pursuit operations in the direction of METROPOLIS.

(2) Fires. One HJ/FFR/10-KT weapon will be fired on the enemy tank battalion at 5267 at 140830 Jan. A GB preparation will be fired on Hill 965 (5277) at 140830 Jan. A 20-minute conventional arty preparation will be fired beginning 140840 Jan. Priority of arty and tactical air spt to 1st Bde. Annex C, Fire Support.

b. 1st Bde:

c. 2d Bde:

d. 1-23 Cav (-):

(1) Maintain contact with 53d Mech Div on the south.

(2) Prepare to release one troop to DISCOM for rear area security.

e. Arty:

(1) FA: (Remark 11)

(a) 1-40 Arty: DS 1st Bde.

(b) 1-41 Arty: DS 2d Bde.

(c) 1-42 Arty: GSR 1-40 Arty; prepare for DS 3d Bde.

(d) 1-43 Arty: GSR 1-40 Arty.

(e) 1-44 Arty: GS.

(f) 2-631 Arty: GSR 1-41 Arty.

(2) ADA: 1-441 Arty (C/V): protect in priority 1-44 Arty, 1-43 Arty, div HQ. (Remark 12)

(3) Annex C, Fire Support. (Remark 13)

f. 52d Engr: (Remark 14)

(1) Prepare to place one co in DS 3d Bde when committed.

(2) Annex D, Engineer.

g. Div Trp: follow 2d Bde. (Remark 15)

h. DISCOM: remain in present position. Prepare to move to vicinity of PEANTOWN (5275). (Remark 16)

i. Res: (Remark 17)

(1) 3d Bde: follow 1st Bde, prepared for employment in zone of 1st or 2d Bde in priority; establish liaison and communications with 201st Armd Cav Regt; be prepared to protect div north flank.

(2) Three MRC/2-KT weapons.

j. Coordinating Instructions. (Remark 18)

(1) Task organization effective 132000 Jan.

(2) EEI: Will the Aggressor 312th Tk Div be used in a counterattack in our zone?

(3) Troop safety: negligible risk to warned, exposed personnel.

- (10) a. The first subparagraph in paragraph 3 of the operation order is the concept of operation. It is derived by G3 from the commander's decision and, if given, from the explanation and amplification thereof in the commander's concept. The concept of operation states the scheme of maneuver and plan of fire support. It includes priority of artillery fire when appropriate and, if a preparation is to be fired, its time and duration. It may also provide the commander's visualization of the conduct of the overall operation; it may clarify the purpose of the operation, discussing phasing (if the operation has been phased), and employment of nuclear and chemical fires. This subparagraph may be divided into sub-subparagraphs covering maneuver and fires, numbered (1) and (2) respectively. The maneuver subparagraph may be further subdivided by phase, e.g. phase I, phase II, etc.

b. G3 determines tasks from the commander's decision and any explanation and amplification thereof. Separate lettered subparagraphs give the specific tasks to be accomplished by each element of the command charged with the execution of a tactical mission. (Tasks shown graphically need not be repeated in the body of the order.) Subordinate elements are listed in the following order:

- (1) Combined arms commands in numerical or alphabetical order.
- (2) Infantry elements.
- (3) Armor elements.
- (4) Artillery fire support elements.
- (5) Combat support elements (in alphabetical order).
- (6) Division troops (tactical instructions only).
- (7) Support command (tactical instructions only).

- (18) Coordinating instructions are included as the last subparagraph in paragraph 3. This subparagraph contains instructions applicable to two or more elements of the command. Signal instructions are not included in this subparagraph. EEI, when included, are provided by the G2.

Section II. EXAMPLE OPERATION ORDERS

Example H-1. Annotated Operation Order (Overlay Annex), Division

Abbreviations may be used to save time and space if there is no loss of clarity. Except for abbreviations in common international use, e.g., mm (for millimeters), abbreviations normally are not used in an order that is to be circulated for inter-Allied use.

(4) Operation order number is provided by G3. Numbers run serially throughout the calendar year.

(5) Each staff officer providing information or entries for the operation order provides G3 with references as appropriate. List any maps, charts, or other documents required to understand the order. Reference to a map will include the map series number (and country or geographic area, if required) sheet number (and name if required), edition, and scale.

(6) The zone applicable to the operation. Times in other zones are converted to this time zone for this operation.

(7) a. Organization for combat is developed by G3 based on the commander's decision and his concept, if given, and in coordination with staff officers having responsibilities in combat and combat support operations. Selection of specific units, except for maneuver battalions, is the prerogative of unit commanders who provide unit designations to staff officer concerned. Staff officer concerned provides to G3 for inclusion in the operation order.

b. Task organization indicates how the commander plans to allocate his combat power to accomplish his mission. Task organization may be shown in one of three places:

(1) Immediately preceding paragraph 1. This technique is normal at the division level.

(2) In an annex. This technique is used when a large number of units are involved as at the corps or field army level.

(3) In paragraph 3 of the operation order. This technique is most adaptable to brigade and lower levels.

c. Major subordinate control headquarters are listed in the following order:

(1) Combined arms commands (in numerical or alphabetical order).

(2) Infantry elements (in numerical order).

(3) Armor elements (in numerical order).

(4) Artillery fire support element.

(5) Division troops.

(6) Support command.

d. Units listed under a major subordinate control headquarters are in an attached status unless otherwise indicated in parentheses following the unit designation (Examples: A/52d Engr (DS) or 1-41 Arty (DS)). The order of listing units under the major subordinate headquarters follows the same sequence as in c above, except after artillery fire support elements, other appropriate combat support elements and then appropriate combat service support elements are listed alphabetically by arm or service. Organic units of a major subordinate control headquarters such as DISCOM that are performing routine combat service support activities may be omitted.

e. Missions are not assigned in the task organization.

f. Attachments reflected in task organization need not be repeated in paragraph 1c or in paragraph 3.

(Classification) (Remark 1)
(No change from oral orders.) (Remark 2)

Copy No 2 of ___ copies
52d Inf Div (Mech)
XRAYVILLE (6271), MISSOURI
131800S Jan ____
YZ 51
(Remark 3)

OPORD 7 (Remark 4)

*Reference: Map, Series V661 KANSAS - MISSOURI, Sheet 7061 (METROPOLIS - JUNCTION CITY). Edition 1, 1:50,000. (Remark 5)

*Time Zone Used Throughout the Order: SIERRA. (Remark 6)

*Task Organization: (Remark 7)

1st Bde

1-76 Mech
1-77 Mech
1-78 Mech
1-4 Armor
A/1-23 Cav
1-40 Arty (DS)
A/52d Engr (DS)

2d Bde

1-79 Mech
1-80 Mech
1-5 Armor
1-41 Arty (DS)
B/52d Engr (DS)

3d Bde

1-81 Mech
1-82 Mech
1-6 Armor

Div Arty

1-42 Arty
1-43 Arty
1-44 Arty

2d Bn (155, SP), 631st Arty (atch
eff 132000 Jan)

1. SITUATION (Remark 8)

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 1st Corps atk 140900 Jan with 52d Mech Div on the north, 53d Mech Div in the center, and 54th Mech Div on the south to secure METROPOLIS (3069). 201st Armd Cav Regt protects corps north flank. 23d Armd Div, corps reserve, prepared for employment in zone of 53d Mech Div, 54th Mech Div in that priority.

(2) Elm 9th TAF spt 52d Mech Div.

(3) 61st Arty Gp reinf 52d Mech Div Arty.

c. Attachments and Detachments. Task organization.

2. MISSION (Remark 9)

Div atk 140900 Jan, secures JUNCTION CITY (4873) and high ground from Hill 984 (4469) to Hill B92 (4578), and prepares to continue the atk to the west.

(1) Determined by G3. Classified per Army Regulations 380-5. Classification is shown at top and bottom of each page of the order.

(2) Each staff officer having responsibility in the preparation of the operation order provides G3 with status of oral orders pertaining to his activity, and when appropriate, remark applicable. If no oral orders were issued, this comment will be left out. If there were oral orders, such expressions as "No change from oral orders" or "No change from oral orders except for paragraph 4" will be used as appropriate.

(3) a. G3 provides except for message reference number (YZ51). See f below.

b. Copy number: Must be shown.

c. Issuing unit: May be in code.

d. Place of issue: Show name of town or place, coordinate location in parentheses, and country. May be in code.

e. Date-time group. Time order is signed and time order is effective unless otherwise indicated in the body of the order. Time must include time zone suffix.

f. Message reference number: Assigned by G3 from a block of numbers provided by the division signal officer. Its use facilitates acknowledgment of the order.

(8) Paragraph 1 will always contain three subparagraphs.

a. Subparagraph 1a. Provided by G2 and contains enemy information only. Instructions are not included. Reference may be made to an intelligence annex, operation overlay (if enemy information is shown), periodic intelligence report, or intelligence summary. Only enemy information vital to the entire command is included. Letter designation of the annex is provided by G3.

b. Subparagraph 1b. G3 extracts from the operation order of the next higher headquarters. Subparagraph 1b contains information concerning higher, adjacent, supporting, and reinforcing units as applicable. Information should be limited to that which subordinate commanders need to know to accomplish their assigned mission.

c. Subparagraph 1c. G3 determines from the operation order of the next higher headquarters units attached to or detached from the division. He lists those units together with the effective times. If these units are listed in task organization, they need not be included in 1c. G3 recommends further attachment to subordinate elements of the division to the division commander.

- * 4. SERVICE SUPPORT (Remark 19)
- a. General. Div installations remain in present locations. Annex E, Service Support Overlay.
- b. Materiel and Services.
- (1) Supply.
- (a) C1 III. SUPPT 506, C1 III, 30th Army, at 7283.
- (b) C1 V.
1. ASP 950, 30th Army, at 8391, open 141000 Jan.
2. SASP 915, 30th Army, at 8592, open 141000 Jan.
3. ASR 14 - 15 Jan.
- (a) 4.2-in mortar (HE) 75
- (b) 155-mm how (HE). 95
- (g) Other types - no restriction.
4. Special ammunition load.
- (a) 1-43 Arty
- 8-in how/MRC/1 KT. 2
- 8-in how/MRC/2 KT. 2
- (b) 1-44 Arty
- HU/FFR/10 KT 2
- (2) Transportation. Annex F, Traffic Circulation and Control.
- (3) Services. Decon Sec, 2220th Fld Svc Co (GS) (Fwd), provides support to unit decontaminating activities beginning 140800 Jan. Requests to DISCOM.

c. Civil Military Cooperation. Annex G, Civil Affairs.

5. COMMAND AND SIGNAL (Remark 20)

Index 1 - 3, SOI. Annex H, Communications-Electronics.

Acknowledge. (Remark 21)

Mann
MANN (Remark 22)
MG

* OFFICIAL:

Farley
FARLEY
G3

- Annexes: A - Intelligence (omitted)
B - Operation Overlay
(Remark 23) C - Fire Support (omitted)
D - Engineer (omitted)
E - Service Support Overlay (omitted)
F - Traffic Circulation and Control (omitted)
G - Civil Affairs (omitted)
H - Communications-Electronics (omitted)

Distribution: A
61st Arty Gp
(Remark 24) 201st Armd Cav Regt

(Classification)

(19) Provided by G4 in coordination with G1, G5, support command commander, and appropriate special staff officers. If these instructions are numerous or voluminous, they may be included in an annex and reference made to the annex in paragraph 4. Letter designations of annexes are provided by G3.

(22) a. The commander or his designated representative signs the original copy of the operation order. If this signature cannot be reproduced, the G3 authenticates subsequent copies. Annexes, appendices, tabs, and inclosures issued with the order do not require signature or authentication. Those issued separately do require signature (or authentication) in the same manner as the order. Authentication is performed by the appropriate coordinating staff officer.

b. Examples of signature blocks for copy 1 of the order, and of annexes, appendices, tabs, and inclosures if issued separately.

(1)

Mann
MANN
MG

(2) FOR THE COMMANDER:

Roberts
ROBERTS
Chief of Staff

LEGEND

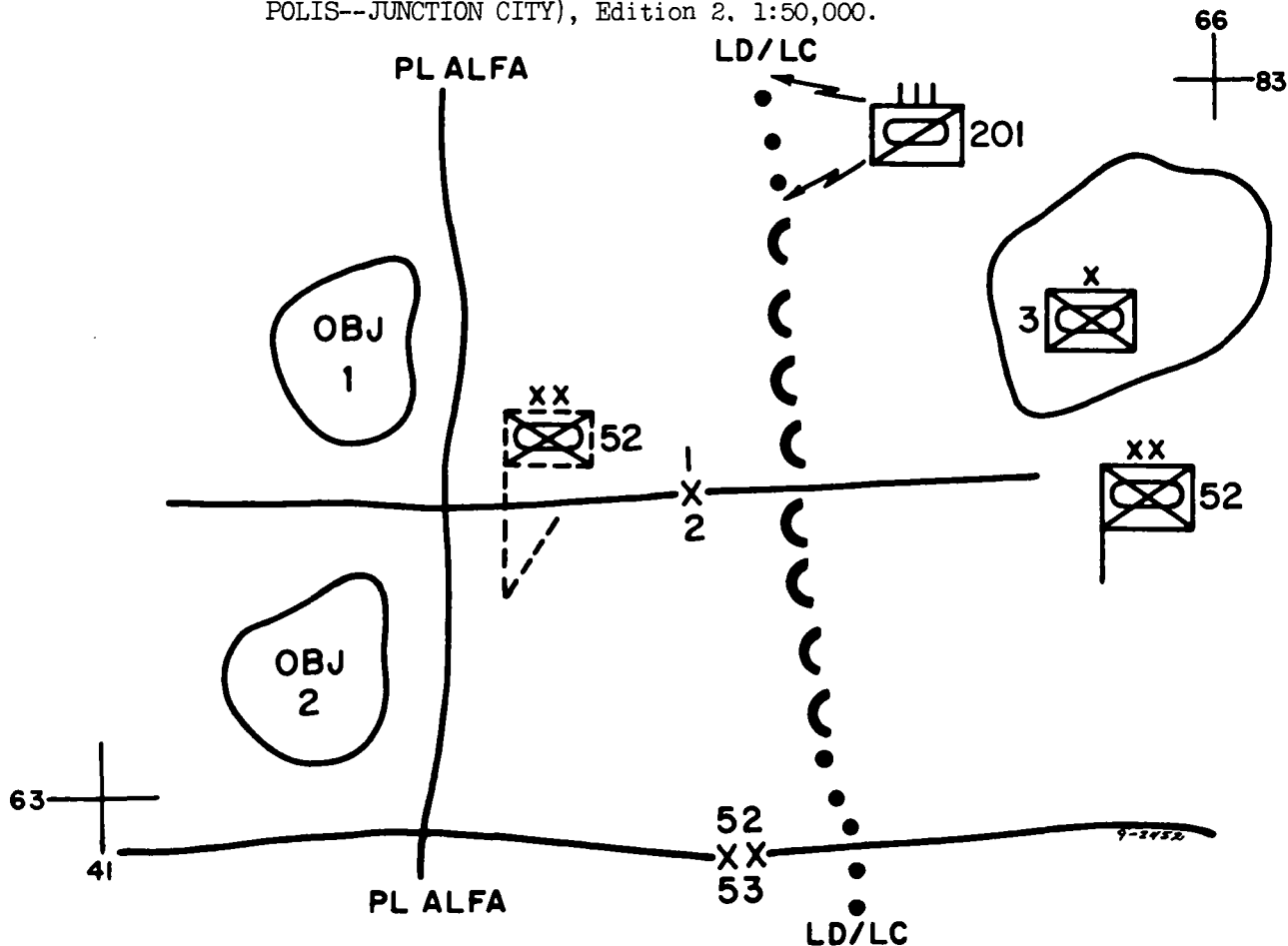
Remarks 1-6 -- Heading.
Remarks 7-20 -- Body.
Remarks 21-24 -- Ending.

Annex B (Operation Overlay) to OPORD 7--52d Mech Div.

(Classification)

ANNEX B (OPERATION OVERLAY) to OPORD 7--52d Mech Div

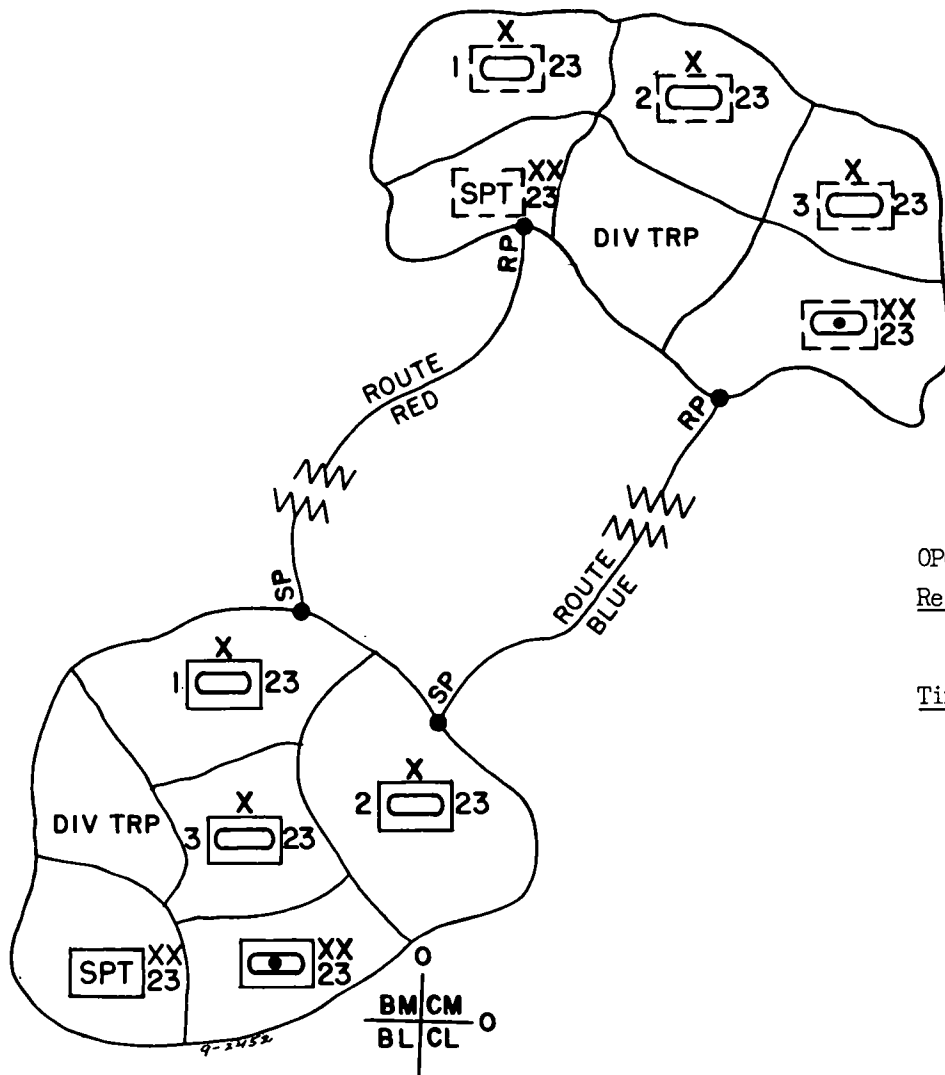
Reference: Map, Series V661 KANSAS--MISSOURI, Sheet 7061 (METRO-POLIS--JUNCTION CITY), Edition 2. 1:50,000.



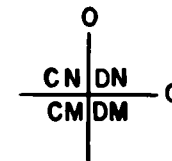
(Classification)

NOTE: This is an example of an annex issued with the operation order.

Example H-2. Road Movement Order (Overlay Type), Armored Division



(Classification)



Copy No 5 of ____ copies
23d Armd Div
LE DORAT (EM351512), FRANCE
011030A July 19 ____
XP 313

OPORD 9

Reference: Map, Series M501 WESTERN EUROPE, Sheets
NL 31-1 and NL 31-4 (TOURS-POITIERS),
Edition 2-AMS, 1:250,000.

Time Zone Used Throughout the Order: ALFA.

(Classification)

(CLASSIFICATION)

(OPORD 9—23d Armd Div)

★Task Organization:

1st Bde

- 1-91 Mech
- 1-10 Armor
- 1-11 Armor
- 1-14 Armor

2d Bde

- 1-92 Mech
- 1-94 Mech
- 1-13 Armor

3d Bde

- 1-93 Mech
- 1-95 Mech
- 1-12 Armor
- 1-15 Armor

Div Arty

- 1-50 Arty
- 1-51 Arty
- 1-52 Arty
- 1-53 Arty
- 1-54 Arty

Div Trp

- 1-22 Cav
- 1-440 Arty (C/V)
- 23d Engr
- 235th MI Co (Div) (remains atch)
- 23d MP Co
- 23d Sig
- 240th CA Co (remains atch)

DISCOM

- 23d Admin Co
- 23d Maint
- 23d Med
- 23d S&T

1. SITUATION

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces. 1st Corps atk 3 Jul.
- c. Attachments and Detachments. Task organization.

2. MISSION

Div march 012030 July in two colm to ST AUBIN as 1st Corps res.

3. EXECUTION

- a. Concept of Operation. Div will move on two routes from army res to 1st Corps res in accordance with Annex B, Road Movement Table.

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 9—23d Armd Div)

- b. 1st Bde: move on Route RED.
- c. 2d Bde: move on Route BLUE.
- d. 3d Bde: follow 2d Bde.
- e. 1-22 Cav: move 011900 Jul over Route RED and Route BLUE, post guides, and secure div assembly area by 020200 July.
- f. Div Arty: follow 3d Bde.
- g. Div Trp: follow 1st Bde.
- h. DISCOM: follow Div Trp.
- i. Coordinating Instructions. Advance party move with 1-22 Cav.

★4. SERVICE SUPPORT

No change

★5. COMMAND AND SIGNAL

- a. Signal. Annex C, Communications-Electronics. Index 1-3, SOI. Listening silence.
- b. Command. Div CP at head of Div Trp during march.
Acknowledge.

ANDERSON
MG

★OFFICIAL:

/s/ Yates

YATES

G3

Annexes: A—Intelligence (omitted)

B—Road Movement Table (omitted)

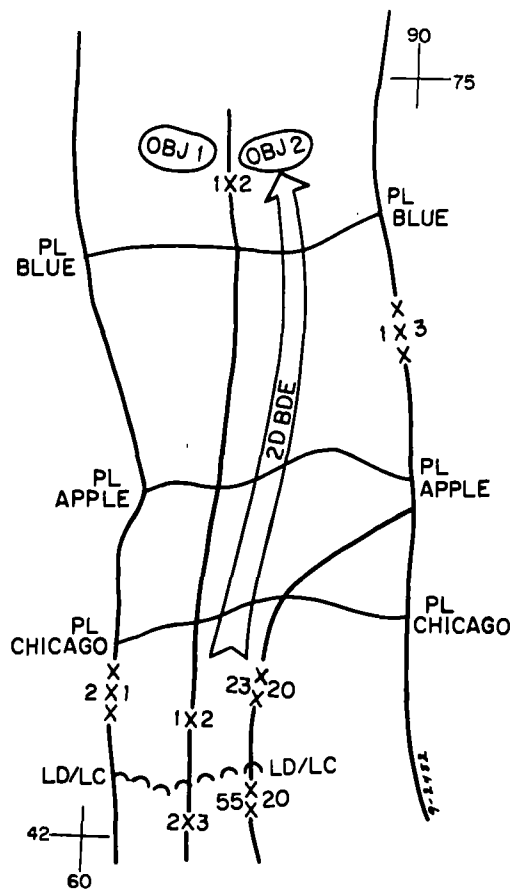
C—Communications-Electronics (omitted)

Distribution: A

(CLASSIFICATION)

Example H-3. Order for Attack (Overlay Type), Armored Division

(Classification)



(No change from oral orders.)

Copy No 3 of ___ copies
23d Armd Div
YUNGCHUN (9107), CHINA
011100H Jun 19 ___
XP 102

OPORD 21

Reference: Map, Series L783 CHINA, Sheet 8632 II (FUKIEN),
Edition 3-AMS, 1:50,000.

Time Zone Used Throughout the Order: HOTEL.

Task Organization:

1st Bde	2d Bde
1-91 Mech	1-93 Mech
1-92 Mech	1-94 Mech
1-10 Armor	1-12 Armor
1-11 Armor	1-13 Armor
1-50 Arty (DS)	1-51 Arty (DS)
A/1-440 Arty	B/1-440 Arty
A/23d Engr	B/23d Engr

(Classification)

(CLASSIFICATION)

(OPORD 21—23d Armd Div)

Sec/E/23d Engr

1/23d MP Co

3d Bde

1-95 Mech

1-14 Armor

1-15 Armor

C/23d Engr

Div Arty

1-52 Arty

1-53 Arty

1-54 Arty

2d Bn (155, SP), 631st Arty

(atch eff 011400 June)

Sec/E/23d Engr

2/23d MP Co

Div Trp

1-22 Cav

1-440 Arty (C/V) (-)

23d Engr (-)

5050th Engr Co (Fltbrg)

(atch eff 011600 June)

235th MI Co (Div) (remains atch)

23d MP Co (-)

23d Sig

240th CA Co (remains atch)

DISCOM

1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 1st Corps atk 020330 June with two divisions in the assault, 23d Armd Div on the west (left) and 20th Inf Div on the east (right), secures CHANGCHOW (5080), and prep to cont atk to the north.

(2) 55th Mech Div follows and supports 23d Armd Div.

(3) 201st Armd Cav Regt protects corps west flank.

(4) Elements 9th TAF support 23d Armd Div.

(5) 2d Bn (8), SP, 606th Arty, reinf 23d Armd Div Arty.

c. Attachments and Detachments. Task organization.

2. MISSION

Division atk 020330 Jun secures crossing over TSIN River, prep to cont atk to north.

★3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Division atk through 55th Mech Div with 1st Bde on west, 2d Bde on east, 3d Bde in reserve; secures crossings over TSIN

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 21—23d Armd Div)

River between HUTOW (4483) and ANKI (4500) inclusive; prep to cont
atk to the north.

(2) Fires. Nuclear fires will be employed to neutralize Aggressor re-
serve vic area of pass and against targets of opportunity. A 30-minute
nonnuclear artillery preparation will be fired beginning at H-20 minutes.
Annex B, Fire Support.

b. 1st Bde:

c. 2d Bde:

d. 1-22 Cav: follow 2d Bde initially; protect division east flank.

e. Arty:

(1) FA:

(a) 1-50 Arty: DS 1st Bde.

(b) 1-51 Arty: DS 2d Bde.

(c) 1-52 Arty: GS, prep DS 3d Bde.

(d) 1-53 Arty: GS.

(e) 1-54 Arty: GS.

(f) 2-631 Arty: GS.

(2) ADA: 1-440 Arty (C/V) (-); protect in priority 1-54 Arty, 1-53
Arty, and division HQ.

(3) Annex B, Fire Support.

f. 23d Engr Bn (-): Annex C, Engineer.

g. Div Trp: follow 1st Bde.

h. DISCOM: remain in present position initially.

i. Reserve: 3d Bde: fol 1-22 Cav during passage, thereafter follow 2d
Bde; prep to assume mission of 1st Bde or 2d Bde; prep to protect division
east flank.

j. Coordinating Instructions.

(1) Lead brigades coordinate passage of lines in zone.

(2) Annex D, Road Movement Table.

★4. SERVICE SUPPORT

Annex E, Service Support.

★5. COMMAND AND SIGNAL

Annex F, Communications-Electronics. Index 1-3, SOI. Listening si-
lence until H-20 minutes.

Acknowledge.

BLANDFORD
MG

OFFICIAL:

/s/ McDonald

MCDONALD

G3

Annexes: A—Intelligence (omitted)

B—Fire Support (omitted)

C—Engineer (omitted)

(CLASSIFICATION)

(CLASSIFICATION)

D—Road Movement Table (omitted)

E—Service Support (omitted)

F—Communications-Electronics (omitted)

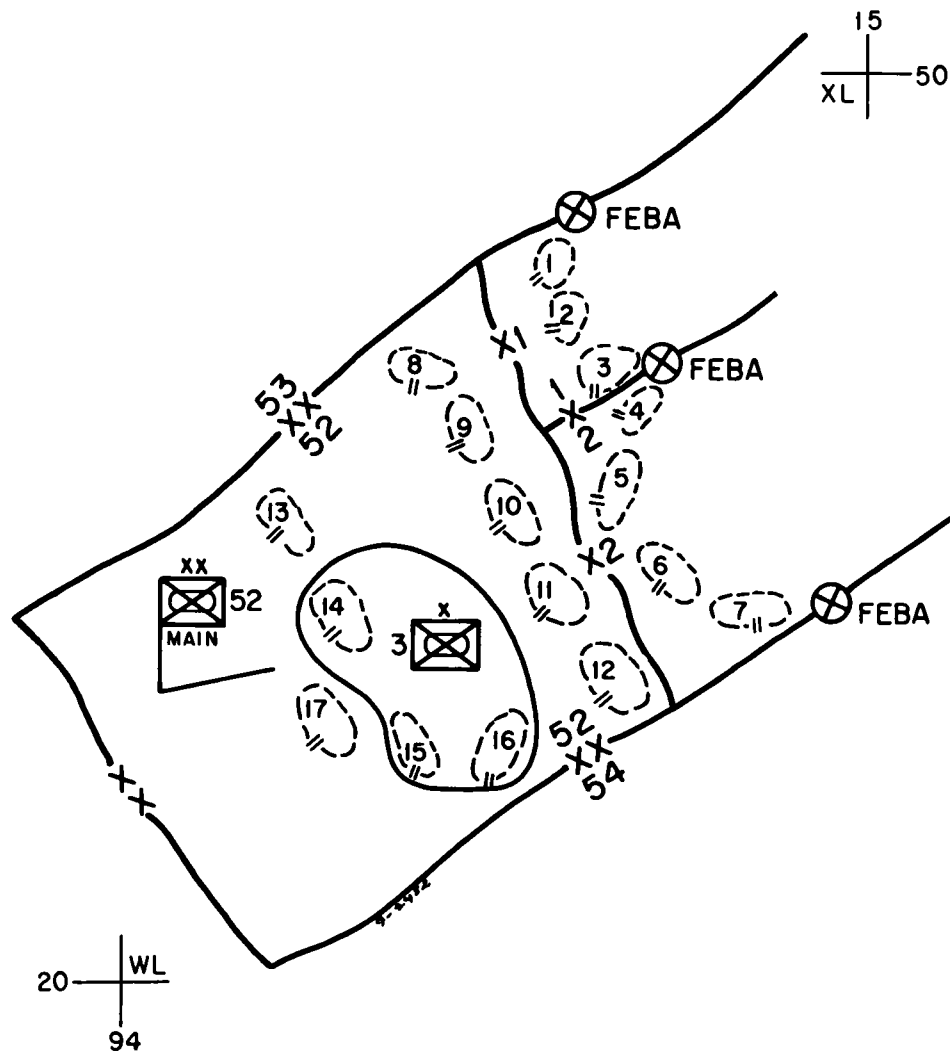
Distribution: A

201st Armd Cav Regt

2d Bn, 606th Arty

(CLASSIFICATION)

Example H-4. Order for Defense (Overlay Type), Infantry Division (Mechanized)

(Classification)

(No change from oral orders.)

Copy No 3 of ____ copies

52d Inf Div (Mech)

CEPELIS (WL993285), YUGOSLAVIA

110700A May 19 ____

AB 17

OPORD 19

Reference: Map, Series M709 YUGOSLAVIA, Sheets 2486
III and 2485 IV (SISAK-IVANIC GRAD),
Edition 1-AMS, 1:50,000.

Time Zone Used Throughout the Order: ALFA.Task Organization:

1st Bde

1-76 Mech

1-77 Mech

1-4 Armor

1-40 Arty (DS)

A/1-441 Arty

A/52d Engr (DS)

Div Arty

1-42 Arty

1-43 Arty

1-44 Arty

2d Bn (8, SP), 610th

Arty (remains atch)

2d Bn (155, SP), 635th

Arty (remains atch)

(Classification)

(CLASSIFICATION)

(OPORD 19—52d Mech Div)

2d Bde

- 1-78 Mech
- 1-79 Mech
- 1-5 Armor
- 1-41 Arty (DS)
- B/1-441 Arty
- B/52d Engr (DS)

3d Bde

- 1-80 Mech
- 1-81 Mech
- 1-82 Mech
- 1-6 Armor
- 1-23 Cav (-)
- C/52d Engr (DS)

Div Trp

- D/1-23 Cav
- 1-441 Arty (C/V) (-)
- 52d Engr
- 52d MP Co
- 52d Sig

DISCOM

- 52d Admin Co
- 52d Maint
- 52d Med
- 52d S&T

★1. SITUATION

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces.

(1) 3d (U.S.) Corps defends along SAVA River in sector from ZAGREB (WL780700) exclusive to BISTRAC (XL272270) inclusive and prepares to attack to the northeast.

(2) 53d Mech Div will close on SAVA River in vicinity of DESNA MARTINSKA VES (XL077496) not later than 111100 May.

(3) 54th Mech Div is defending on SAVA River in sector.

(4) Elements 9th (U.S.) TAF support 52d Mech Div.

(5) 72d Arty Gp GSR 52d Mech Div Arty.

- c. Attachments and Detachments. Task organization.

2. MISSION

Division defends along SAVA River from DESNA MARTINSKA VES (XL077496) exclusive to XL156310 to hold the enemy northeast of Highway 201.

★3. EXECUTION

- a. Concept of Operation.

(1) Maneuver. Division conducts a mobile defense in sector, employ-

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 19—52d Mech Div)

ing the 1st Bde and 2d Bde from north to south in the forward defense area. 1st Bde will defend in sector to retain the high ground immediately adjacent to the SAVA River. 2d Bde will delay in sector. 3d Bde, as division res, counterattacks to destroy enemy in penetration; priority of employment to 2d Bde sector.

(2) Fires. Priority of air and artillery fires to 2d Bde initially; to 3d Bde when committed. Annex B, Fire Support.

b. 1st Bde:

(1) Defend in sector.

(2) Prepare in priority blocking positions 2, 1, 3.

c. 2d Bde:

(1) Delay in sector.

(2) Prepare in priority blocking positions 5, 6, 4, 7.

d. D/1-23 Cav:

(1) Maintain contact with 53d Mech Div until unit closes on SAVA River vicinity DESNA MARTINSKA VES.

(2) On order, conduct surveillance of division rear area.

e. Arty:

(1) FA:

(a) 1-40 Arty: DS 1st Bde.

(b) 1-41 Arty: DS 2d Bde.

(c) 1-42 Arty: GSR 1-41 Arty; DS 3d Bde when committed.

(d) 1-43 Arty: GS.

(e) 1-44 Arty: GS.

(f) 2-610 Arty: reinf 1-41 Arty.

(g) 2-635 Arty: GSR 1-40 Arty.

(2) ADA: 1-441 Arty (C/V) (-): protect in priority division res, DISCOM, and division CP.

(3) Annex B, Fire Support.

f. 52d Engr:

(1) GS, priority of effort to 3d Bde.

(2) Annex C, Barrier.

(3) Annex D, Engineer.

g. DISCOM: be operational in new area vic XL110950 not later than 112400 May.

h. Res: 3d Bde:

(1) Prepare to execute division counterattack plans, priority to 2d Bde sector. Annex E, Counterattack Plans.

(2) Prepare in priority blocking positions 11, 10, 12, 9, 8, 15, 14, 16, 13, 17.

(3) Prepare to release up to one-battalion task force on 30-minute notice to division control for rear area security missions.

i. Coordinating Instructions.

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 19—52d Mech Div)

(1) Complete reorganization and preparation for defensive missions by 111200 May.

(2) Brigades in forward defense area coordinate reconnaissance and security measures forward of the FEBA.

★4. SERVICE SUPPORT

Annex F, Service Support.

★5. COMMAND AND SIGNAL

Index 1-6, SOI. Annex G, Communications-Electronics.

Acknowledge.

TRACKS

MG

★OFFICIAL:

/s/ Carrier

CARRIER

G3

Annexes: A—Intelligence (omitted)

B—Fire Support (omitted)

C—Barrier (omitted)

D—Engineer (omitted)

E—Counterattack Plans (omitted)

F—Service Support (omitted)

G—Communications-Electronics (omitted)

Distribution: A

72d Arty Gp

(CLASSIFICATION)

Example H-5. Order for Assault, Airborne Division (Operation Overlay as Annex)

(CLASSIFICATION)

Copy No 2 of _____ copies
102d Abn Div
SILVER CITY (VR763498), MONROVIA
210930Z January 19__
AB02

OPORD 2

★References: Maps, Series JWS123 MONROVIA, Sheet 1 (LODE—
VEIN), Edition 69-DMG, 1:50,000.

★Time Zone Used Throughout the Order: ZULU.

★Task Organization:

Assault Echelon

1st Bde

1-311 Abn
1-312 Abn
1-313 Abn
1-57 Arty
A/102d Engr
1/102d MP Co
1/B/102d Sig
4 TACP
Det, 102d AES Co
A/102d Med

2d Bde

1-314 Abn
1-315 Abn
1-316 Abn
1-58 Arty
B/102d Engr
2/102d MP Co
2/B/102d Sig
4 TACP
Det, 102d AES Co
B/102d Med

3d Bde

1-317 Abn
1-318 Abn
1-59 Arty
C/102d Engr
3/102d MP Co
3/B/102d Sig
2 TACP
Det, 102d AES Co
D/102d Med

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 2—102d Abn Div)

Div Arty

HHB/102d Abn Div Arty

Div Trp

1-319 Abn

1 TACP

1-28 Cav

1 TACP

102d Avn

102d Engr (-)

102d MP Co (-)

102d Sig (-)

1 TACP

DISCOM

Det, HHC & Band

Det, 102d AES Co

102d Med (-)

Det, 102d Sup Co

Followup Echelon

DISCOM

HHC (-)

SUPCOM Op Plat/B/102d Sig

Det, 102d AES Co

102d Maint

102d Sup Co (-)

Followup echelons of the assault units

Rear Echelon

DISCOM

Rear Ech Op Plat/A/102d Sig

102d Admin Co

102d AES Co (-)

Main Spt Plat/A/102d Maint

Unit rear echelons

★1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 1st (U.S.) Corps attacks to north from present positions to destroy enemy forces in zone.

(2) JTF FALCON attacks D-day in vicinity of LODE (625773) by airborne assault with 102d Abn Div. 30th (U.S.) Air Div provides airlift.

(3) Friendly guerrillas assist on and after D-day by interdicting movement of enemy reinforcements in direction of LODE.

(4) 9th (U.S.) TAF maintains air superiority and provides close air support to JTF FALCON.

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 2—102d Abn Div)

c. Attachments and Detachments. Task organization.

2. MISSION

102d Abn Div conducts abn assault D-day, H-hour; secures crossings over the BOLDER River in the vicinity of LODE; blocks enemy movement; and assists the passage of the 23d (U.S.) Armd Div.

★3. EXECUTION

a. Concept of Operation. Annex B, Operation Overlay.

(1) Maneuver.

(a) This operation involves securing a single airhead by daylight airborne assault, employing the 1st Bde on the coast, the 2d Bde in the northwest, the 3d Bde in the southwest, and the 1-319 Abn employed as the division reserve. 102d Abn Div will secure an airhead that will include crossings over the BOLDER River and will block enemy movement in the vicinity of LODE until linkup with the 23d Armd Div.

(b) The assault echelon will secure crossings over the BOLDER River in the vicinity of LODE and eliminate organized enemy resistance within the airhead.

(c) Subsequent operations within the airhead will insure defense of the airhead line to protect the crossing sites until linkup occurs.

(2) Fires. Preassault airstrikes will commence at H-30 minutes and terminate at H-1 minute. Airstrikes will destroy or neutralize enemy forces in the general objective area.

b. 1st Bde: Prepare for linkup with 23d Armd Div on D+3.

c. 2d Bde:

d. 3d Bde:

e. 1-28 Cav: reconnoiter forward of COP to a range of 20 kilometers with priority along Highways 23, 62, 49, and 51.

f. Arty:

(1) FA:

(a) 1-57 Arty: atch 1st Bde.

(b) 1-58 Arty: atch 2d Bde.

(c) 1-59 Arty: atch 3d Bde.

(2) Annex C, Fire Support.

g. 102d Avn Bn: Annex D, Aviation.

h. 102d Engr Bn (-): Annex E, Engineer.

i. Res: 1-319 Abn: be prepared for employment in priority sector 1st Bde, 3d Bde, 2d Bde.

j. Coordinating Instructions.

(1) D-day, H-hour, is 271100 January.

(2) Orders to implement alternative plans, postponement, or cancellation only on authority CG, 102d Abn Div.

(3) Annex F, Counterattack Plans.

(4) Annex G, Air Movement.

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 2—102d Abn Div)

★4. SERVICE SUPPORT

Admin/Log Order 3.

★5. COMMAND AND SIGNAL

a. Signal.

- (1) Annex J, Communications-Electronics.
- (2) Index 1-5, SOI.

b. Command.

- (1) Div CP at 678950.
- (2) Subordinate units report CP locations.

Acknowledge.

CASPERSON
MG

★OFFICIAL:

/s/ Ford

FORD

G3

Annexes: A—Intelligence (omitted)

B—Operation Overlay

C—Fire Support (omitted)

D—Aviation (omitted)

E—Engineer (omitted)

F—Counterattack Plans (omitted)

G—Air Movement (omitted)

H—Communications-Electronics (omitted)

I—Distribution (omitted)

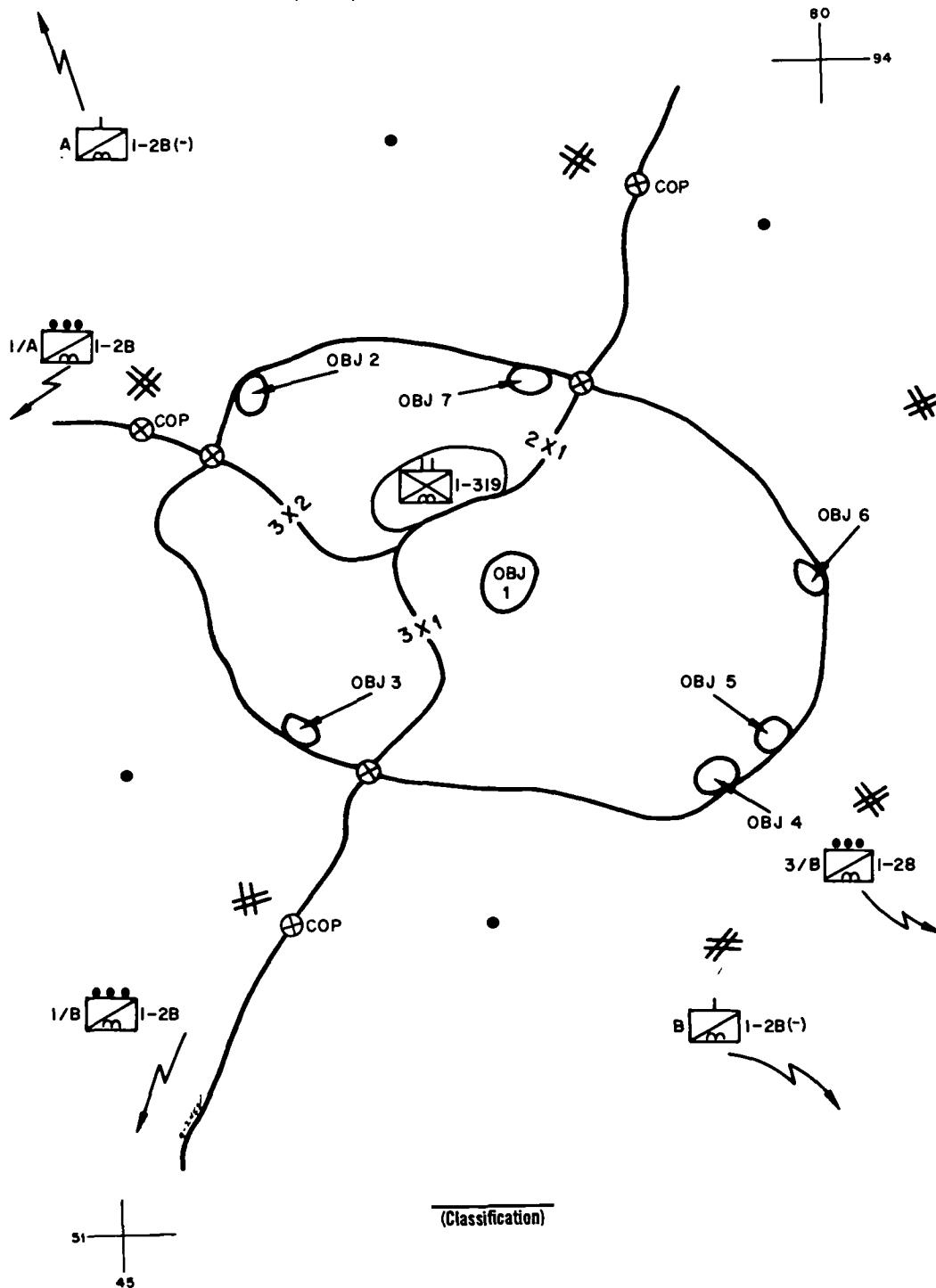
Distribution: Annex I, Distribution.

(CLASSIFICATION)

ANNEX B (OP OVERLAY) to OPORD 2--102d Abn Div

(Classification)

Reference: Map, Series JWS 123 MONROVIA, Sheet 1 (LODE-VEIN) Edition 69-DMC, 1:50,000.



(Classification)

Example H-6. Order for Defense, Corps

(CLASSIFICATION)

Copy No. 2 of _____ copies
 1st Corps
 ZEBO (WL4625), ZARLAND
 181200R August 19__
 QT 2

OPORD 6

★Reference: Map, Series L201 ZARLAND, Sheets VERTO and BAYER,
 Edition 1, 1:250,000.

★Time Zone Used Throughout the Order: ROMEO

Task Organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces. Annex B, Intelligence.

b. Friendly Forces.

(1) 30th Army defends in sector from KOBER (***) to SASKO (***) inclusive, employing the 3d Corps on the north, 1st Corps in the center, and 2d Corps on the south.

(2) 8th TAF supports 30th Army.

(3) ZARLAND militia provides rear area security in corps rear area.

c. Attachments and Detachments. Annex A, Task Organization.

★2. MISSION

1st Corps defends in sector from *** to *** by 201200 August, establishes corps covering force along BLUE River, and delays Aggressor forward of FEBA until 222400 August.

3. EXECUTION

a. Concept of Operation. Annex C, Operation Overlay.

(1) Maneuver. 1st Corps conducts mobile defense of sector in three phases:

(a) Phase I. Corps establishes defense in sector with three divisions in the forward defense area—19th Inf Div in the north, 53d Mech Div in the center, and 54th Mech Div in the south. 25th Armd Div establishes corps covering force along the BLUE River and delays Aggressor forward of GOP until 222400 August.

(b) Phase II. On withdrawal of the covering force, corps conducts defense of sector with 19th Inf Div defending in the north, 53d Mech Div delaying in the center, and 54th Mech Div defending in the south; allows no penetration beyond line BROWN; 25th Armd Div prepares for corps counterattack operations with priority to center of the corps sector.

(c) Phase III. Corps counterattacks to destroy enemy forces penetrating the forward defense area.

(2) Fires.

(a) Air. Priority of close air support to covering force in phase I, divisions in the forward defense area in phase II, and support of counterattacking forces in phase III. Appendix 1, Air Fire Support, to Annex D, Fire Support.

(b) Artillery. Priority to covering forces in phase I, divisions in

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(OPORD 6—1st Corps)

the forward defense area in phase II, and counterattacking forces in phase III. Appendix 2, Artillery Fire Support, to Annex D, Fire Support.

(c) Nuclear. Nuclear weapons will be allocated to the covering force for the conduct of delaying operations and to the divisions in the forward defense area to assist the passage of the covering force and for destroying Aggressor elements forward of line BROWN. The bulk of the nuclear weapons will be reserved to support corps counterattacks. Corps-controlled weapons will be used to destroy Aggressor nuclear delivery means, seal penetrations, and destroy enemy res. Appendix 3, Nuclear Fire Support, to Annex D, Fire Support.

b. 19th Inf Div: defend in sector; retain Hills 450 and 390.

c. 53d Mech Div:

(1) Establish initial delay position along the FEBA in sector.

(2) On withdrawal of corps covering force through FEBA, delay in sector; retain Hill 320.

d. 54th Mech Div: defend in sector; retain Hills 410—360 ridge.

e. 25th Armd Div:

(1) Establish corps covering force along BLUE River; delay Aggressor forward of the GOP until 222400 August.

(2) After completion of covering force mission, revert to corps res.

(3) Release 201st Armd Cav Regt on withdrawal of that unit through FEBA.

f. 201st Armd Cav Regt:

(1) Attached to 25th Armd Div.

(2) Prepare for detachment on withdrawal through FEBA and assemble as corps res vicinity VERTO (BM1550).

g. Arty:

(1) FA:

(a) 25th Armd Div Arty: GS on completion of covering force mission; revert to 25th Armd Div control when committed.

(b) 65th Arty Gp:

1. Attached 25th Armd Div initially.

2. On completion of covering force mission, revert to corps arty control and GSR 19th Div Arty.

(c) 66th Arty Gp: reinforce 53d Mech Div Arty.

(d) 67th Arty Gp: GSR 54th Mech Div Arty.

(e) 68th Arty Gp: GS.

(f) 1st Bn (Tgt Acq), 105th Arty: GS.

(g) 1st BN (SGT), 212th Arty: GS.

(h) Btry C (Slt), 189th Arty: GS.

(2) ADA: 405th Arty Gp (AD):

(a) Provide low- and medium-altitude air defense of the corps area of operations with priority in order to corps reserve; 1st Bn (SGT), 212th Arty; corps CP.

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(OPORD 6—1st Corps)

(b) Annex E, Air Defense.

(3) Annex D, Fire Support.

★h. 102d Avn Gp: GS; priority of employment initially to corps covering forces.

i. 53d Engr Bde: GS.

(1) 60th Engr Gp:

(a) GS.

(b) Place one bn DS 19th Inf Div.

(c) One bn prepare for DS 25th Armd Div when committed.

(2) 61st Engr Gp:

(a) GS.

(b) 525th Engr Bn: DS 54th Mech Div.

(c) 527th Engr Bn: DS 53d Mech Div.

(3) 523d Engr Bn:

(a) Attached 25th Armd Div initially.

(b) After completion of covering force mission, attached to 60th Engr Gp.

(4) Annex F, Engineer.

(5) Annex G, Barrier.

★j. Res:

(1) 25th Armd Div: after completion of covering force mission, assemble vicinity ODEB (***) as corps res, priority for commitment in 53d Mech Div sector.

(2) 315th Mech Bde:

(a) Priority for commitment initially in 53d Mech Div sector; on withdrawal of 25th Armd Div, priority for commitment to 19th Inf Div sector.

(b) Prepare blocking positions A, B, and C in that priority.

(c) Be prepared for employment as rear area security force; priority to MSR's

(3) 201st Armd Cav Regt: after withdrawal of corps covering force, assemble vicinity VERTO (BM1550) as corps res; priority for commitment to 54th Mech Div sector.

k. Coordinating Instructions.

(1) Divisions in the forward defense area establish GOP by 201200 August.

(2) Priority for road movement to 25th Armd Div until withdrawal from covering force.

(3) Divisions in forward defense area maintain contact with 25th Armd Div during covering force operations and be prepared to assist in its withdrawal through GOP and forward defense area.

(4) Essential elements of information (in priority):

(a) When, where, and in what strength will the enemy make his main attack?

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(CLASSIFICATION)

(OPORD 6—1st Corps)

(b) Will the enemy continue to employ nuclear weapons against us? If so when, where, how many, of what yields, and by what delivery means? Where are the enemy's nuclear delivery means located?

★4. SERVICE SUPPORT

- a. 30th Army Admin/Log Order 7.
- b. Annex H, Service Support.

★5. COMMAND AND SIGNAL

- a. Signal. Annex I, Communications-Electronics.
- b. Command.

(1) Corps main CP opens VERTO (BM1550) 200800 August.

(2) Others select and report.

Acknowledge.

FRINK
LTG

★OFFICIAL:

/s/ Murphy
MURPHY
G3

★Annexes: A—Task Organization (omitted)

- B—Intelligence (omitted)
- C—Operation Overlay
- D—Fire Support (omitted)
- E—Air Defense (omitted)
- F—Engineer (omitted)
- G—Barrier (omitted)
- H—Service Support (omitted)
- I—Communications-Electronics (omitted)

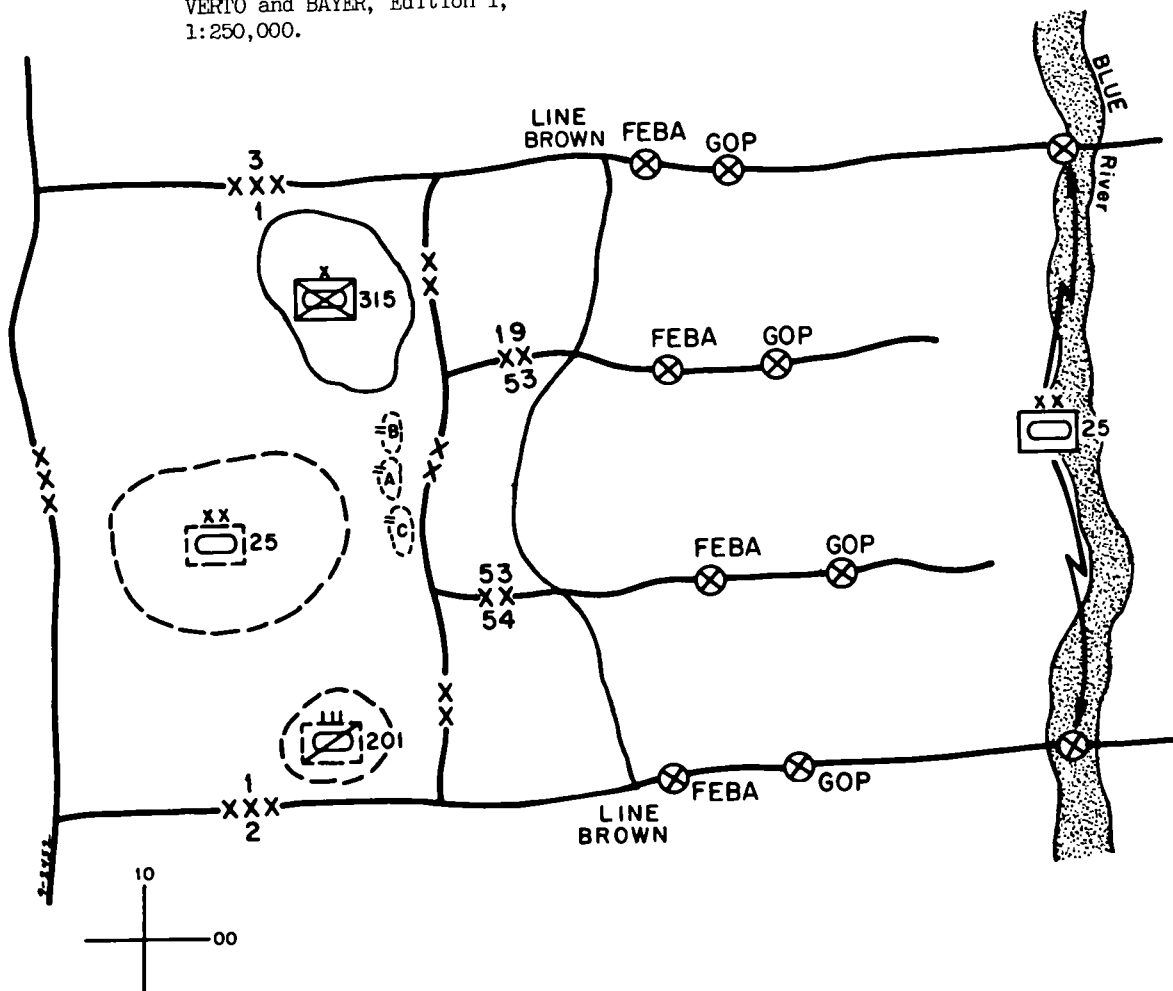
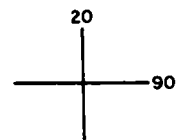
Distribution: A

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Annex C (Op Overlay) to OPORD 6--1st Corps

(Classification)

ANNEX C (OP OVERLAY) to OPORD 6--1st Corps
 Reference: Map, Series L201 ZARLAND, Sheets
 VERTO and BAYER, Edition 1,
 1:250,000.

(Classification)

Example H-7. Order for Attack, Field Army

(CLASSIFICATION)

Copy No. _____ of _____ copies
30th (U.S.) Army
KAISERSLAUTERN (MV1178), GERMANY
101800Z May 19__
D5

OPORD 8

★Reference: Map, Series M501 WESTERN EUROPE, Sheets NM 32-4 through NM 32-9, Edition 3, 1:250,000.

★Time Zone Used Throughout the Order: ZULU.

Task Organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces.

(1) Aggressor has been halted with heavy losses to his attacking forces and is presently in positions from MARBURG (MB8529) to AVENSTEIN (NV2134) in an apparent effort to hold an advanced position. Strength of his tactical units is approximately 70 percent.

(2) Annex B, Intelligence

(3) PERINTREP No 5, HQ, CENTAG, 101200 May.

b. Friendly Forces.

(1) CENTAG attacks to secure line ODER River—BUDAPEST (DB 9451) and prepares to continue attack to the east to secure line BREST (FA1310)—L'VOV (GB8415).

(2) 16th (Allied) Army attacks to secure LEIPZIG (CA4728) and prepares to continue the attack to secure crossings over ODER River in zone.

(3) 1st (Fr) Army attacks to secure VIENNA (CB5990) and prepares to continue attack to secure BUDAPEST.

(4) 4th (Allied) TAF supports 30th (U.S.) Army, destroys enemy aircraft and installations, and interdicts enemy lines of communications.

c. Attachments and Detachments. Annex A, Task Organization.

2. MISSION

30th (U.S.) Army attacks 20 May to secure DRESDEN (NS1257) and PRAGUE (VR5847) and prepares to continue the attack to secure BRESLAU (XS4264), MOR-OSTRAVA (CA0520), and crossings over the ODER River.

3. EXECUTION

a. Concept of Operation. Annex C, Operation Overlay.

(1) Maneuver. Operation to be conducted in two phases:

(a) Phase I. Army attacks with 1st and 2d (U.S.) Corps abreast to secure ERFURT (PB4050) and NURNBERG (PV5080). 2d Corps on south (right) makes army main attack.

(b) Phase II. On securing ERFURT and NURNBERG, army continues the attack with two corps abreast to secure DRESDEN and PRAGUE and prepares to continue the attack to secure BRESLAU,

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(OPORD 8—30th (U.S.) Army)

MOR-OSTRAVA, and crossings over the ODER River. 1st Corps on the north (left) makes army main attack.

(2) Fires.

(a) Air.

1. 4th (Allied) TAF attacks known enemy positions during phase I, with priority to Aggressor nuclear weapon launching and storage areas, and then to enemy strongpoints in zone.

2. Priority for air support to 2d Corps during phase I; to 1st Corps during phase II.

3. Appendix 1, Air Fire Support, to Annex D, Fire Support.

(b) Artillery.

1. Priority for artillery support to 2d Corps during phase I; to 1st Corps during phase II.

2. Appendix 2, Artillery Fire Support, to Annex D, Fire Support.

(c) Nuclear.

1. Restrictions on nuclear fires, Annex D, Fire Support.

2. Appendix 3, Allocation of Nuclear Weapons, to Annex D, Fire Support.

b. 1st Corps:

(1) Secure ERFURT.

(2) Be prepared to continue the attack to secure DRESDEN.

c. 2d Corps:

(1) Secure NURNBERG and bridgehead over REGNITZ River—LUDWIGS Canal.

(2) Be prepared to continue the attack to secure PRAGUE.

d. Artillery:

(1) Field artillery: 1-305 Arty (Persh): GS.

(2) Air defense artillery: 43d Arty Bde (AD):

(a) Priority of protection to nuclear weapon storage areas, major supply installations, army main command post in that order.

(b) Annex E, Air Defense.

(3) Annex D, Fire Support.

e. 301st Cml Bn:

(1) GS.

(2) Annex F, Chemical.

f. 50th Engr Bde (Army):

(1) GS.

(2) Annex G, Engineer.

g. Reserve:

(1) 23d Armd Div: priority of employment initially in zone of 2d Corps; be prepared for attachment to 1st Corps in phase II.

(2) 52d Mech Div: on order, phase II army reserve vicinity BAY-REUTH (PA8536).

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(OPORD 8—30th (U.S.) Army)

h. Coordinating Instructions.

- (1) Phase I coordinating point UNTEROBERNDORF (PA3638).
- (2) Attachments, detachments, and boundary changes, unless otherwise directed, are effective 110800 May.
- (3) Annex H, Psychological Operations.
- (4) Annex I, Unconventional Warfare.
- (5) Annex J, Rear Area Security.
- (6) Annex K, Cover and Deception.
- (7) Annex L, Electronic Warfare.

★4. SERVICE SUPPORT

a. Admin/Log Order 7.

b. Materiel and Services.

- (1) 2d Corps has priority on supplies and transportation during phase I.
- (2) 1st Corps has priority on supplies and transportation during phase II.

c. Civil-Military Cooperation. Annex L, Civil Affairs, Admin/Log Order 7.

★5. COMMAND AND SIGNAL

a. Signal.

- (1) Annex M, Communications-Electronics.
- (2) Index 1-4, SOI.

b. Command.

- (1) 30th (U.S.) Army main CP KAISERSLAUTERN (MV1178); rear CP BAD KREUZNACH (MA1822); tac CP BENSHEIM (MA7305).
- (2) Future locations army CP's to be announced.

★Acknowledge.

OBERHOLZER
GEN

OFFICIAL:

/s/ Marachino

MARACHINO

G3

★Annexes: A—Task Organization (omitted)

B—Intelligence (omitted)

C—Operation Overlay (published separately) (omitted)

D—Fire Support (omitted)

E—Air Defense (omitted)

F—Chemical (omitted)

G—Engineer (omitted)

H—Psychological Operations (omitted)

I—Unconventional Warfare (omitted)

J—Rear Area Security (omitted)

K—Cover and Deception (omitted)

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(OPORD 8—30th (U.S.) Army)

L—Electronic Warfare (omitted)

M—Communications-Electronics (omitted)

Distribution: ***

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★Example H-8. Operation Order, Stability Operation

(CLASSIFICATION)

(No change from oral orders.)

Copy No. 2 of _____ copies

20th Inf Div

CHIENG KHRUA (VE0512), THAILAND

060800G February 19_____

BZ 65

OPORD 7 (OPERATION ALAMO)

Reference: Map, Series L708 THAILAND, Sheets 5762 I, 5763 II and IV, 5862 IV and 5863 III and IV (BAN PHOK NOI, AMPHOE PHANNA NIKHOM, BAN KHOK SILA, CHANGWAT SAKON NAKHON, BAN NA WUA, AMPHOE SI SONG-KHRAM), Edition 1-AMS, 1:50,000.

Time Zone Used Throughout the Order: GOLF.

Task Organization:

1st Bde

1-66 Inf

1-67 Inf

1-71 Inf

1-72 Inf

791st Inf Plat (Sct Dog)

1-45 Arty (DS)

1st Plat, Btry B, (Slt),

191st Arty

A/1-439 Arty (Vulc)

A/20th Engr (DS)

1st and 2d Plat, 5580th

Engr Co (LE)

331st TNP¹ Plat (Spt)

2d Bde

TF 1-1

1-68 Inf

1-69 Inf

1-70 Inf

792d Inf Plat (Sct Dog)

1-46 Arty (DS)

2d Plat, Btry B, (Slt),

191st Arty

B/1-439 Arty (Vulc)

B/20th Engr (DS)

332d TNP Plat (Spt)

3d Bde

TF 1-82

793d Inf Plat (Sct Dog)

1-47 Arty (DS)

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(OPORD 7—20th Inf Div)

3d Plat, Btry B, (Slt),
 191st Arty
 C/1-439 Arty (Vulc)
 C/20th Engr (DS)
 333d TNP Plat (Spt)

1st Bde, 21st Inf Div

7-66 Inf
 7-67 Inf
 7-68 Inf
 1-60 Arty
 A/21st Engr
 338th TNP Plat (Spt)
 1 Taiwan National Police.

TF BRIGADIER

TF 1-81
 1-21 Cav (-)
 E/20th Engr
 Det A/202, 27th SF Gp (op con eff
 070630 Feb)

Div Arty

1-48 Arty (-)
 B/2-611 Arty
 C/2-661 Arty
 Btry B, (Slt), 191st Arty (-)
 2d Bn (8, SP), 611th Arty (-)
 C/1-48 Arty
 B/2-661 Arty
 2d Bn (175, SP), 661st Arty (-)
 B/1-48 Arty
 C/2-611 Arty

Div Trp

Co A (LRP), 780th Inf
 D/1-21 Cav
 1-439 Arty (Vulc) (-)
 20th Avn BN-Gp
 20th Avn
 110th Avn Bn
 101st Avn Gp
 20th Engr (-)
 5580th Engr Co (LE)
 235th MI Co (Div)
 20th MP Co

(CLASSIFICATION)

(CLASSIFICATION)

(OPORD 7—20th Inf Div)

290th MP Co

20th Sig

271st CA Co

DISCOM

1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

* * * * *

(3) 2d Air Div supports 20th Inf Div with 50 fighter-bomber sorties daily, from 7 to 11 February.

* * * * *

c. Attachments and Detachments.

(1) Following units remain attached.

(a) Co A (LRP), 780th Inf.

(b) 791st Inf Plat (Sct Dog).

(c) 792d Inf Plat (Sct Dog).

(d) 793d Inf Plat (Sct Dog).

(e) Btry B, (Slt), 191st Arty.

(f) 2d Bn (8, SP), 611th Arty.

(g) 2d Bn (175, SP), 661st Arty.

(h) 110th Avn Bn.

(i) 5580th Engr Co (LE).

(j) 235th MI Co (Div).

(k) 290th MP Co.

(l) 271st CA Co.

(2) 101st Avn Gp attached effective 061000 February.

(3) 1st Bde, 21st Inf Div, attached effective 070730 February.

2. MISSION

20th Inf Div occupies line of encirclement HARRY at 070730 February; prevents escape of guerrillas in encirclement; and, on order, attacks to destroy the encircled guerrilla force.

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Annex B, Operation Overlay. The 20th Inf Div moves to occupy line of encirclement HARRY at 070730 February and, on order, attacks to destroy encircled guerrilla force. The 1st Bde and 2d Bde will move by air to LZ's in vicinity of assigned zones. 1st Bde, 21st Inf Div, moves by air, on order, to occupy positions along line HARRY vacated by 1st Bde. TF BRIGADIER will move by surface. 3d Bde will continue present missions in TAOR. This operation will be conducted in four phases:

★(a) Phase I. 1st Bde and 2d Bde move by air, to occupy line of encirclement HARRY at 070730 February. TF BRIGADIER moves by surface and occupies area BEN by 070730 February.

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(OPORD 7—20th Inf Div)

(b) Phase II. 1st Bde attacks to phase line SAM to compress the encircled force. 1st Bde, 21st Inf Div, moves by air to occupy positions along line HARRY vacated by 1st Bde attack. 2d Bde holds line of encirclement in zone.

(c) Phase III. 1st Bde attacks to destroy guerrilla forces in encirclement. 2d Bde and 1st Bde, 21st Inf Div, hold line of encirclement in zone.

(d) Phase IV. 1st Bde is extracted by air to original position along line HARRY. 1st Bde, 21st Inf Div, conducts strike operations in the encircled area. 2d Bde holds line of encirclement in zone.

(2) Fires.

(a) Phases I, II, and III. Priority of artillery and air to 1st Bde.

(b) Phase IV. Priority of artillery and air to 1st Bde, 21st Inf Div.

(c) Annex C, Fire Support.

b. 1st Bde:

(1) Continue to occupy and secure TAOR with one infantry battalion, OPORD 2.

(2) Move three infantry battalions by air to occupy line HARRY at 070730 February.

(3) Receive attachment of 1-81 Mech effective 070730 February.

(4) On order, attack to phase line SAM to compress encircled guerrilla force.

(5) On order, attack from phase line SAM to destroy guerrilla force in encirclement.

(6) After searching to Highway 22, be prepared for air movement to original positions along line HARRY and to support attack of 1st Bde, 21st Inf Div.

c. 2d Bde:

(1) Continue to occupy and secure TAOR with 1-70 Inf, OPORD 2.

(2) Prepare 1-70 Inf for commitment as division reserve by airmobile assault on 30-minute notice. Continue internal defense development mission as practicable.

(3) Move two infantry battalions by air to occupy line HARRY at 070730 February.

(4) Receive attachment of 1-21 Cav (-) effective 070730 February.

(5) Prevent guerrilla escape from encirclement and support attacks to destroy guerrilla force.

d. 3d Bde: continue present mission in TAOR, OPORD 2.

e. 1st Bde, 21st Inf Div:

(1) On order, move by air to occupy positions along line HARRY vacated by 1st Bde.

(2) Prevent guerrilla escape from encirclement and support 1st Bde attacks to destroy guerrillas.

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(OPORD 7—20th Inf Div)

(3) Be prepared to conduct search from line HARRY to Highway 22 to locate evaders and to destroy base camp and tunnel complexes.

f. TF BRIGADIER:

(1) Move by Highway 22 to area BEN.

(2) Provide security for movement of 1-45 Arty and 1-46 Arty to area BEN.

(3) Release 1-81 Mech and 1-21 Cav (-) to 1st Bde and 2d Bde respectively at 070730 February.

(4) Retain one armored cavalry troop, 1-21 Cav (-), for security of area BEN.

(5) Coordinate defense of all units in area BEN.

g. D/1-21 Cav: provide surveillance of division TAOR and AO WASHINGTON.

h. Arty:

(1) FA:

(a) 1-45 Arty: op con TF BRIGADIER for move to area BEN. DS 1st Bde.

(b) 1-46 Arty: op con TF BRIGADIER for move to area BEN. DS 2d Bde.

(c) 1-47 Arty: DS 3d Bde.

(d) 1-48 Arty: GS.

(e) 2-611 Arty: GSR 1-45 Arty, provide LO to TF BRIGADIER.

(f) 2-661 Arty: GS.

* * * * *

(2) ADA: 1-439 Arty (Vulc) (-): continue present missions, OPORD 2.

(3) Annex C, Fire Support.

i. 20th Avn Bn-Gp:

(1) Assist 1st Bde, 2d Bde, and 1st Bde, 21st Inf Div, in planning and execution of the airmobile portion of this operation.

(2) Provide aircraft to move the committed units of the 1st Bde and assault elements of the 2d Bde in one lift. Immediately following the first lift, provide aircraft to lift the remaining elements of the 2d Bde.

(3) On order, provide aircraft to lift the 1st Bde, 21st Inf Div, from present location to positions along line HARRY.

(4) During phases II, III, and IV of this operation, maintain the capability to lift the assault elements of one infantry battalion from area BILL on 30-minute notice.

(5) Coordinate the employment of all assigned and attached Army aviation for this operation.

(6) Annex D, Army Aviation.

j. 101st Avn Gp: support 20th Avn Bn-Gp during Operation ALAMO.

k. 20th Engr (-): Annex E, Engineer.

l. Res: on order, 1-70 Inf, 2d Bde. Be prepared for commitment by airmobile assault on 30-minute notice.

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(CLASSIFICATION)

(OPORD 7—20th Inf Div)

m. Coordinating Instructions.

(1) Task organization and missions assigned by OPORD 2, except as amended herein, remain in effect. On completion of Operation ALAMO, be prepared to resume task organization and missions specified by OPORD 2.

(2) No physical reconnaissance will be made of the operational area without approval of this headquarters prior to 070630 February.

(3) Units coordinate movement along Highway 22 with TF BRIGADIER.

(4) Units report movement plans to this headquarters prior to 062400 February.

(5) Annex F, Cover and Deception.

(6) Annex G, Civil-military operations.

4. SERVICE SUPPORT

Annex H, Service Support.

5. COMMAND AND SIGNAL

a. Signal. Annex I, Communications-Electronics. Index 1-4, SOI.

b. Command.

(1) Division main CP remains at CHIENG KHRUA.

(2) Division tactical CP opens in area BEN effective 070730 February.

Acknowledge.

FOOT
MG

★OFFICIAL:

/s/ Walk

WALK

G3

Annexes: A—Intelligence (omitted)

B—Operation Overlay

C—Fire Support (omitted)

D—Army Aviation (omitted)

E—Engineer (omitted)

F—Cover and Deception (omitted)

G—Civil-Military Operations (omitted)

H—Service Support (omitted)

I—Communications-Electronics (omitted)

J—Distribution (omitted)

Distribution: Annex J, Distribution

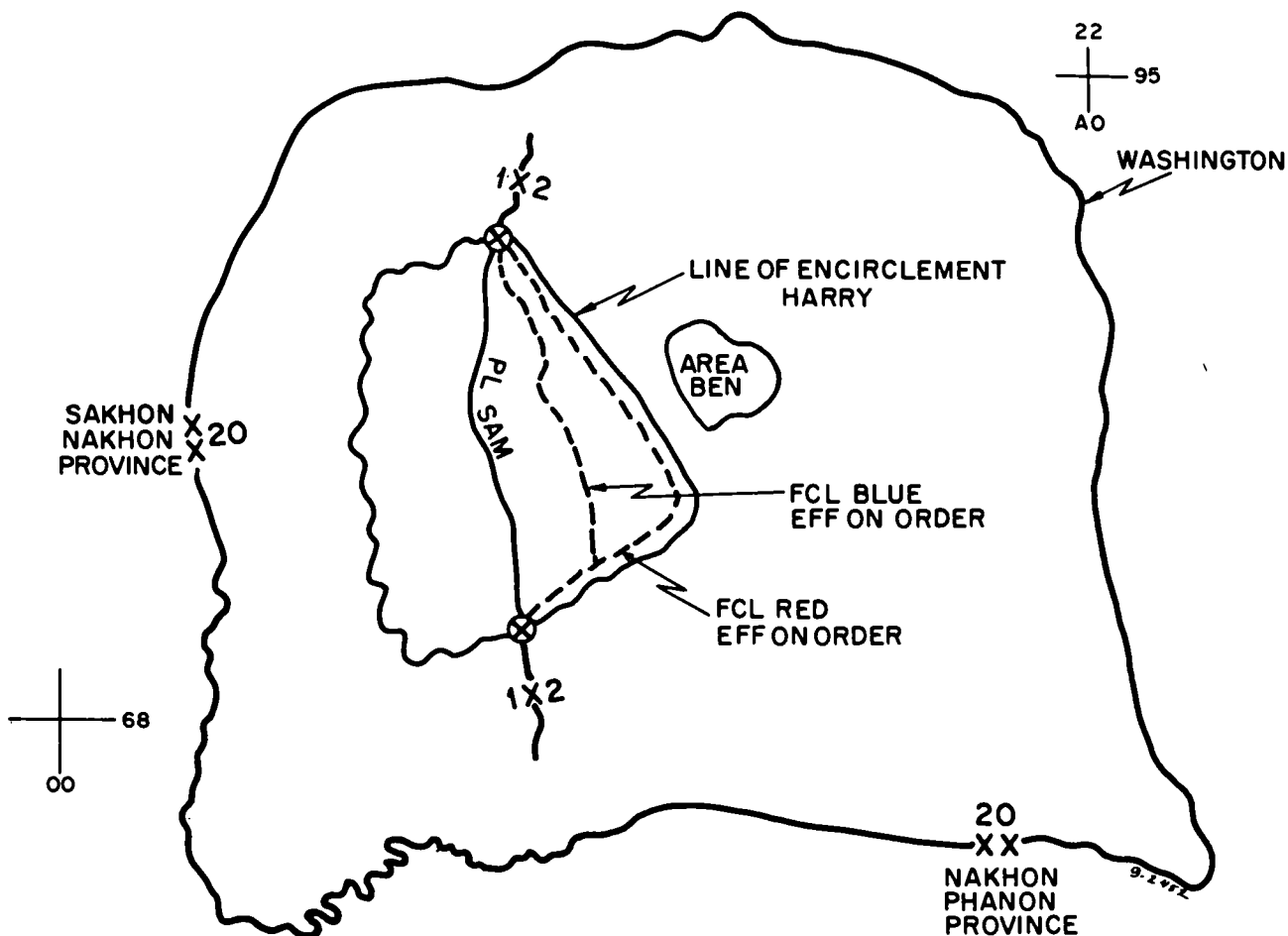
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Annex B (Op Overlay to OPORD 7-20th Inf Div

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ANNEX B (OP OVERLAY) to OPORD 7--20th Inf Div

Reference: Map, Series L708 THAILAND, Sheets 5762 I, 5763 II and IV, 5862 IV and 5863 III and IV (BAN PHOK NOI, AMPHOE PHANNA NIKHOM, BAN KHOK SILA, CHANGWAT SAKON NAKHON, BAN NA WUA, AMPHOE SI SONGKHRAM), Edition 1-AMS, 1:50,000.



(Classification)

★Example H-9. Operation Order, Field Army Support Command.

(CLASSIFICATION)

Copy No. 2 of _____ copies
 10th FASCOM
 HOMBURG (LV7963), GERMANY
 130600Z May 19 _____
 XR103

OPERATION ORDER NO 7

Reference: Map, Series M562 FRANCE and GERMANY, Sheets 30-5 and
 30-6 Edition No. 2, 1:250,000.

Time Zone Used Throughout the Order: ZULU.

Task Organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces, Annex B, Intelligence.

b. Friendly Forces.

(1) 10th (U.S.) Army attacks 20 May to secure DRESDEN (NS-1257) and PRAGUE (VR5847) and prepares to continue the attack to the east.

(2) 120th TASCOC supports 10th (U.S.) Army.

(3) 16th (Allied) Army attacks to secure LEIPZIG (CA4728) and prepares to continue the attack to the east.

(4) 1st (FR) Army attacks to secure VIENNA (CB5990) and prepares to continue the attack to the east.

(5) 11th TAF supports 10th (U.S.) Army.

c. Attachments and Detachments, Annex A, Task Organization.

2. MISSION

FASCOM provides combat service support, less construction support, to 10th (U.S.) Army in its operation to secure DRESDEN (N1257) and PRAGUE (VR5847).

3. SITUATION

a. Concept of Operation. Annex C, Operation Overlay. Operation to be conducted in two phases:

(1) Phase I. FASCOM conducts combat service support operations with the 1st Spt Bde (Corps) and 2d Spt Bde (Corps) in support of 1st (U.S.) Corps and 2d (U.S.) Corps respectively and nondivisional units operating within corps areas of responsibility in operations to secure ERFURT (PB 4050) and NURNBERG (PV5080). Priority of support to 2d (U.S.) Corps. 10th Spt Bde (Army) supports all units operating in or passing through the 10th (U.S.) Army service area.

(2) Phase II. FASCOM continues combat service support operations with the 1st Spt Bde (Corps) and 2d Spt Bde (Corps) in support of 1st (U.S.) Corps and 2d (U.S.) Corps respectively and nondivisional units operating within the corps areas of responsibility in operations to secure DRESDEN (NS1257) and PRAGUE (VR5847). Priority of support to 1st (U.S.) Corps. 10th Spt Bde (Army) continues to support all units operating in or passing through the 10th (U.S.) Army service area.

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(OPORD 7—10th FASCOM)

b. 1st Spt Bde (Corps): provide combat service support to the units indicated.

1st Corps units

17th Inf Div

52d Mech Div

53d Mech Div

23d Armd Div

FASCOM units and 11th TAF (cl I and field services) in 1st Spt Bde area.

* * * * *

d. 10th Spt Bde (Army): provide combat service support to the units indicated.

HQ Co, 10th Army

201st Armd Cav Regt

1st Bn (Persh), 305th Arty

43d Arty Bde (AD)

401st Arty Gp (AD)

402d Arty Gp (AD)

HHC, 28th ASA Gp

256th ASA Co (Op) (A)

258th ASA Co (Proc)

259th ASA Co (Scty)

235th MI Bn (Air Recon Spt) (Army)

236th MI Bn (Army)

140th Avn Co (Army)

150th Avn Co (ATC) (Army)

HHD, 301st Cml Bn (Smoke Genr)

HHC, 50th Engr Bde

58th Engr Gp (Cbt) (3 bn)

59th Engr Gp (Cbt) (4 bn)

20th Sig Bde (Army)

280th PSYOP Bn

FASCOM units in 10th Spt Bde area.

* * * * *

h. 80th Med Bde: provide hospitalization, evacuation, medical treatment, veterinary, and dental service support to all units operating within 10th (U.S.) Army area of responsibility.

* * * * *

i. Coordinating Instructions.

(1) All units be prepared for rapid displacement to insure continuous support to supported units.

(2) On order, assume responsibility for additional territory when uncovered.

(3) Provide supported units appropriate details of locations of combat service support units, opening and closing times, distribution sched-

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(OPORD 7—10th FASCOM)

ules, and other information necessary for supported units to obtain required combat service support.

* * * * *

4. SERVICE SUPPORT

Admin/Log Order 6

5. COMMAND AND SIGNAL

* * * * *

(CLASSIFICATION)

Example H-10. Administrative/Logistics Order, Field Army.

(CLASSIFICATION)

Copy No. 6 of _____ copies
10th Army
HOMBURG (LV7963), GERMANY
110800Z May 19_____
HL 310

★ADMINISTRATIVE/LOGISTICS ORDER NO 7
RELATED OPERATION ORDER NO 7

★Reference: Map Series M562 FRANCE and GERMANY, Sheets 30-5
and 30-6, Edition 2, 1:250,000.

★Time Zone Used Throughout the Order: ZULU.

1. SITUATION

a. Enemy Forces.

(1) Annex B (Intelligence) to OPORD 7.

(2) Capabilities.

(a) Enemy is capable of delivering nuclear weapons of up to 50 KT
in nuclear attacks against 10th Army combat service spt installations.

(b) Enemy guerrilla activity against 10th Army combat service spt
installations is probable. Enemy capabilities in rear area limited to small-
arms and automatic weapons.

b. Friendly Forces.

(1) 10th Army task organization, Annex A to OPORD 7.

(2) 15th Inf Div will arrive in army area about 10 June.

(3) 10th Army will provide class I supplies and field services to 11th
TAF units in corps areas on area basis. 11th TAF units in army service
area supported by USAF.

2. MISSION

Provide combat service spt for 10th Army offensive operation to secure
DRESDEN (***) and PRAGUE (***) in accordance with concept of op-
eration described in OPORD 7.

3. GENERAL

a. 10th FASCOM provides combat service spt to 10th Army units as fol-
lows:

(1) 1st Spt Bde spt—

1st Corps units

17th Inf Div

52d Mech Div

53d Mech Div

23d Armd Div

FASCOM units and 11th TAF (cl I and field services) in 1st
Spt Bde area.

(2) 2d Spt Bde spt—

2d Corps units

15th Inf Div (on arrival)

18th Inf Div

54th Mech Div

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(ADMIN/LOG ORDER 7—10th Army)

25th Armd Div

FASCOM units and 11th TAF (cl I and field services) in 2d Spt Bde area.

(3) 10th Spt Bde spt—

HQ Co, 10th Army

201st Armd Cav Regt

1st Bn (Persh), 305th Arty

43d Arty Bde (AD)

401st Arty Gp (AD)

402d Arty Gp (AD)

HHC, 28th ASA Gp

256 ASA Co (Op) (A)

258th ASA Co (Proc)

259th ASA Co (Scty)

235th MI Bn (Air Recon Spt) (Army)

236th MI Bn (Army)

140th Avn Co (Army)

150th Avn Co (ATC) (Army)

HHD, 301 st Cml Bn (Smoke Genr)

HHC, 50th Engr Bde

58th Engr Gp (Cbt) (3 bn)

59th Engr Gp (Cbt) (4 bn)

20th Sig Bde (Army)

280th PSYOP Bn

FASCOM units in 10th Spt Bde area.

b. FASCOM provides supported units appropriate details of locations of combat service spt units, opening and closing times, distribution schedules, and other information necessary for supported units to obtain required combat service spt.

c. Supported units inform supporting FASCOM units of pending displacement as soon as practicable; supporting units are responsible for informing supported unit of new arrangements, as necessary, for obtaining combat service spt.

d. Brigade spt areas, Annex A, Administrative/Logistic Overlay.

4. MATERIEL AND SERVICES

a. Supply.

(1) Class I.

(a) Unit distribution to divisions. All others SUPPT.

(b) Three-day supply at DS level; 7-day supply at GS level.

(c) Resupply based on unit strength reports. Supported units make special requirements known to appropriate SCC or DS supply element.

(2) Class II.

(a) Unit distribution to DS level; supply point distribution to users.

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(ADMIN/LOG ORDER 7—10th Army)

(b) Two-day supply at DS level; 8-day supply at GS level less class I (M). Class II (M), 5-day supply at DS level; 3-day supply at GS level.

(3) Class III.

(a) Unit distribution to DS level; supply point distribution to users.

(b) Bulk class III. Two-day supply at DS level; 5-day supply at GS level.

(c) Packaged class III. Two-day supply at DS level; 8-day supply at GS level.

(d) Priority to 2d Corps.

(4) Class IV, Three-day supply at DS level; 5-day supply at GS level; priority to 2d Corps.

(5) Class V.

(a) Supply point distribution.

(b) Three-day supply at DS level; 7-day supply at GS level.

(c) 1st Spt Bde (Corps) establishes three ASP/MOBASP and two SASP in spt of 1st Corps. 2d Spt Bde (Corps) establishes three ASP/MOBASP and three SASP in spt of 2d Corps. Units in army service area draw class V from DS/GS ammunition supply installations on area basis. Annex A, Administrative/Logistics Overlay.

(d) Available supply rates 10-22 June:

1. 155-mm how, HE-120.

2. 4.2-inch mortar, HE-45.

3. Other types—ASR is RSR.

(e) Special ammunition. Annex B, Special Ammunition.

(6) Class VI.

(a) Essential comfort items including tobacco and toilet items will be issued gratuitously with rations.

(b) Spt bdes will operate mobile post exchanges in areas of responsibilities.

(7) Class VII.

(a) Two-day supply at DS level; 8-day supply at GS level less artillery and tactical vehicles.

(b) Artillery, less 8-inch and 175-mm, and vehicles, less armored vehicles and 5-ton LWB, 5-day supply at GS level only.

(c) Eight-inch and 175-m newapons, armored vehicles and 5-ton LWB controlled items; submit requisition to G4 with information copy to supporting SCC.

(8) Class VIII.

(a) 80th Med Bde establishes DS supply point in each corps area and DS/GS installation in army service area.

(b) 80th Med Bde ICP vic HOMBURG.

(9) Class IX.

(a) 15-day supply of specified items at DS and GS levels.

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(ADMIN/LOG ORDER 7—10th Army)

(b) Major critical shortages exist in electronics repair parts for fire control and surveillance equipment and in repair parts and replacement components for general-purpose vehicles and armored personnel carriers. Commanders will give personal emphasis to proper operation and user maintenance on these types of equipment.

(10) Maps. 10th Army SOP.

(11) Water.

(a) Water purification tablets will be supplied with rations.

(b) Units obtain water at engineer WSP only. Annex A, Administrative/Logistics Overlay.

(12) Adjutant General, 27th AG Admin Cen, vic SAMUR (YT2040).

(13) Excess supplies. All units report to SCC weekly by 1800 hours Sunday as of 2400 hours Saturday.

(14) Captured supplies. Report to SCC as uncovered.

(15) ICC. HOMBURG.

b. Transportation.

(1) MSR and traffic circulation. Annex C, Traffic Circulation and Control.

(2) Terminals. Annex A, Administrative/Logistics Overlay.

(3) FASCOM motorizes 15th Inf Div on order.

(4) Convoys of 10 or more vehicles prohibited on army MSR without permission from traffic regulating headquarters.

(5) Requests for delivery of supplies by helicopter will be forwarded to spt bde SCC.

(6) Requests for emergency airdrop of supplies will be submitted directly to FASCOM ICC.

(7) FASCOM MCC vic HOMBURG.

c. Services.

(1) Construction.

(a) No permanent type of construction will be undertaken. Construction effort will be limited to minimum-essential work. Local facilities will be used as required and in accordance with civil affairs policies.

(b) Annex D, Engineer.

(2) Field service. Annex A, Administrative/Logistics Overlay.

d. Labor. Maximum use will be made of local labor in support of military operations in accordance with theater policies. Refugees will be employed to the maximum practicable.

e. Maintenance.

(1) Priority signal and wheel and track vehicle maintenance to 2d Corps.

(2) Facilities and collecting points. Annex A, Administrative/Logistics Overlay.

5. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

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(CLASSIFICATION)

(ADMIN/LOG ORDER 7—10th Army)

(1) 80th Med Gp vic PFUNGSTADT (MA7119): provide medical spt to 1st Corps and local troops, provide ambulance and helicopter evacuation for 1st Corps, evacuate medical installations 1st Corps area, provide neuropsychiatric treatment as required, and provide holding facilities.

* * * * *

(3) 83d Med Gp vic KIRKEL (LV7162): provide medical spt to army and local troops, provide ambulance evacuation for army and local troops, evacuate medical installations located in army service area, provide neuropsychiatric treatment as required, and provide holding facilities.

(4) Ambulance trains, rail. Operate from—

(a) BAD KREUZNACH (MA1822) five trains.

* * * * *

(d) BUDDENHEIM (MA4242) three trains.

(5) Aeromedical evacuation. USAF troop carrier air terminals located at—

(a) MA4146 vic MAINZ (FINTHEN) (***) : capacity 500.

* * * * *

(d) MV6161 vic SPEYER (***) : capacity 500.

(6) Dispensary units spt local troops.

(a) 8927th Disp, PIRMASENS (LV9851).

* * * * *

(i) 8928th Disp, HOMBURG.

(7) 828th Med Co (Clr) (2d and 3d Plat) vic SPEYER (MV5658):

(a) Operate provisional holding unit.

(b) Provide area medical service.

(c) Provide in-flight (helicopter) medical care of casualties.

* * * * *

(9) 3d Plat, 828th Med Co (Clr) vic BOSENHEIM (MA2221):

* * * * *

(10) Evacuation routes.

(a) MSR. Annex C, Traffic Circulation and Control.

(b) Alternate evac routes via—

1. Highway bridges at WORMS (MV 5599) and GERMER-SHEIM (MV5552).

2. Ferry crossings (1st Corps) vic Geinsheim (MA5324), vic GERNESHEIM (MA6211), vic WORMS (MV5599), and vic SANDHOF-FEN (MV5889).

3. Ferry crossings (2d Corps) vic MAXIMILANSAU (MV4932), vic GERMENSHEIM (MV5552), vic LEIMENSHEIM (MV5341), and vic WALDSEE (MV6373).

(11) 843d Med Co (Coll) vic DARMSTADT (MA7120).

(a) Spt 413th Trans Bn (Trk) vic LUDWIGSHAFEN (MV5683) at onload and offload sites.

(b) Provide in-transit medical attendants.

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(ADMIN/LOG ORDER 7—10th Army)

(c) Spt RHINE River crossings on MSR and alternate evacuation routes, 1st Corps.

(12) 844th Med Co (Coll) vic KARLSDORF (MV6544).

* * * * *

b. Hospitalization.

(1) Evacuation hospitals.

(a) 8613th Evac Hcsp vic HOCHST (MA6849) : spt 52d Mech Div.

* * * * *

(b) 8617th Evac Hosp, MUNCHEWEILLER (MV0522) : reinforce 2d Corps and spt local troops.

(2) MASH. FASCOM provides one MASH in direct spt each assault division.

c. Annex E, Medical.

6. PERSONNEL

a. Maintenance of Unit Strengths.

(1) Emergency requisitions when battalion-size units and larger fall below 70 percent of authorized strength.

(2) Individual replacements available: 1,200; 100 programed for each division. Unit replacement available: one mechanized infantry battalion.

(3) Critical shortages in helicopter mechanics and some signal specialists, principally radio repairmen.

b. Personnel Management.

(1) Personnel procedures. Division commanders are authorized to make battlefield appointments to second lieutenant. Temporary promotion up to the grade of colonel is authorized if person concerned has served satisfactorily for 3 months in the position to which promotion is recommended. Approval of promotion to lieutenant colonel and colonel by 10th Army. Promotion of NCO's authorized not to exceed TOE authorization.

(2) Civilian personnel. Civilian personnel hired only after clearance by S2 (G2) of unit concerned. Civilian labor will not be used within 25 kilometers of the forward areas and in division areas except by specific authority of 10th Army. Labor camps, not to exceed 1,000 men each, will be established as required.

(3) Prisoners of war.

(a) Army prisoner of war cage vic CARLSBERG (MV3884).

(b) Army troops evacuate to nearest division collecting point or army enclosure. FASCOM will evacuate from division collecting point.

c. Development and Maintenance of Morale.

(1) Morale and personnel services.

(a) Skillful enemy propaganda has been broadcast. Commanders will make a positive effort to reduce the effects of the enemy psychological warfare campaign.

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(ADMIN/LOG ORDER 7—10th Army)

(2) Graves registration.

(a) Army cemetery vic STIENBERG (LV6489).

(b) Civilian dead to local civilian authorities for disposition.

(c) FASCOM evacuates from division collecting points.

d. Maintenance of Discipline, Law and Order.

(1) Commanders will give special attention to the problem of illegal sales and bartering of military supplies and equipment.

(2) All troops will be indoctrinated on arrival in 10th Army area on the characteristics and customs of the local population.

(3) Claims by indigenous personnel in the 10th Army area will be settled by U.S. forces. Divisions and army troops will investigate claims and will refer claims to 10th Army Headquarters for settlement.

(4) Only Allied military scrip will be used by U.S. forces.

(5) Off limits areas. * * *

7. CIVIL-MILITARY COOPERATION

a. (1) 20th CA Bde vic NEUSTADT (MV3867) will provide command spt for 10th Army. Area spt platoons are available on request of divisions.

(2) Command spt companies from the 20th CA Bde will provide civil affairs spt for each division.

b. Civil affairs operations will be in accordance with the following specific policies:

(1) Local resources will be protected. Local procurement will be limited to labor and to engineer-type class IV items required to maintain the lines of communications.

(2) Dealings with civilians at all levels of command will be coordinated through civil affairs channels.

(3) Commanders are authorized to requisition and issue supplementary military rations for emergency relief at the rate of 1 ton of small unit rations per 1,000 persons daily. Basis of distribution will be two-thirds ration per day for labor employed by U.S. forces and one-third ration per day for others. After D+45, civilian rations for relief will be made available through civil affairs channels. Medical supplies may be requisitioned for civilian use until D+45, after which medical supplies for civilians are expected to be available through civil affairs channels. Military aid stations will administer emergency treatment to civilians in the interest of humanity and as the tactical situation will permit, pending rapid movement of such emergency cases to civilian facilities.

(4) Mass evacuation of civilians will be on the order of division or higher commanders only. Mass evacuation beyond division boundaries will be made only on approval of 10th Army.

(5) Civilian transportation will be used wherever possible for movement of emergency civilian supplies; military transportation may be used on an emergency basis.

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(ADMIN/LOG ORDER 7—10th Army)

c. Displaced persons and refugee assembly areas are listed in Appendix 1 to Annex F, Civil Affairs.

d. Annex F, Civil Affairs.

8. MISCELLANEOUS

a. Army Rear Boundary. Annex A, Administrative/Logistic Overlay.

b. Rear Area Security. Annex L (Rear Area Security to OPORD 7).

c. Annex G, Area Damage Control.

9. COMMAND AND SIGNAL

a. Signal.

(1) Annex N (Communications-Electronics) to OPORD 7.

(2) Index 1-4, SOI.

b. Command.

(1) 10th FASCOM CP HOMBURG. Alternate FASCOM CP, 10th Spt Bde CP vic NEUSTADT.

(2) Future locations FASCOM CP's to be announced.

Acknowledge.

TANGO

GEN

★OFFICIAL:

/s/ Papa

PAPA

G4

Annexes: A—Administrative/Logistic Overlay (omitted)

B—Special Ammunition (omitted)

C—Traffic Circulation and Control (omitted)

D—Engineer (omitted)

E—Medical (omitted)

F—Civil Affairs (omitted)

G—Area Damage Control (omitted)

Distribution: A

(CLASSIFICATION)

Example H-12. Warning Order, Infantry Division

JOINT MESSAGEFORM						SECURITY CLASSIFICATION				
						(CLASSIFICATION)				
PAGE 1	DRAFTER OR RELEASE TIME	PRECEDENCE		LMF	CLASS	CIC	FOR MESSAGE CENTER/COMMUNICATIONS CENTER ONLY			
OF 1		ACT	INFO				DATE - TIME	MONTH	YR	
		X					5, 0800Z	Aug	19	
BOOK B	MESSAGE HANDLING INSTRUCTIONS									
FROM: CG 20TH INF DIV TO: CO 1ST BDE CO 2D BDE CO 3D BDE CO DIV ARTY CO DISCOM CO 1-21 CAV CO 20TH AVN CO 20TH SIG CO 20TH ENGR CO 20TH MP CO CO 404TH TRANS BN (MT) Division moves night 5 -- 6 Aug to assembly area east of the ODER River vicinity of OPPELN (YR1016) and prepares to advance early 7 Aug in zone to secure crossings over the WARTA River to cover the deployment of 1st Corps. Five transportation truck companies attached effective 051900. Road movement plan and operation plan issued at commander's conference at 051300.										
DISTR: G1, G2, G4, G5										
DRAFTER TYPED NAMED, TITLE, OFFICE SYMBOL AND PHONE Robert Young, MAJ, Asst G3 Hawk 3						SPECIAL INSTRUCTIONS				
R E L E A S E R	TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE L. Wallace, LTC G3					SECURITY CLASSIFICATION (CLASSIFICATION)				
	SIGNATURE									

DD FORM 173

1 JUL 68

REPLACES GO FORM 173, 1 NOV 63 AND DD FORM 173-1, 1 NOV 63, WHICH ARE OBSOLETE.

GPO 1960-44-15-80375-1 535-825

Example H-13. Historical Example of a Directive
 Combined Chiefs of Staff Directive to Supreme Commander,
 Allied Expeditionary Force
 (Classification)

* * * * *

12 February 1944

1. You are hereby designated as Supreme Allied Commander of the forces placed under your orders for operations for liberation of Europe from Germany. Your title will be Supreme Commander Allied Expeditionary Force.
2. Task. You will enter the continent of Europe and, in conjunction with the other United Nations, undertake operations aimed at the heart of Germany and the destruction of her armed forces. The date for entering the Continent is the month of May, 1944. After adequate Channel ports have been secured, exploitation will be directed towards securing an area that will facilitate both ground and air operations against the enemy.
3. Notwithstanding the target data above, you will be prepared at any time to take immediate advantage of favorable circumstances, such as withdrawal by the enemy on your front, to effect a re-entry into the Continent with such forces as you have available at the time; a general plan for this operation when approved will be furnished for your assistance.
4. Command. You are responsible to the Combined Chiefs of Staff and will exercise command generally in accordance with the diagram in Appendix (attached). Direct communication with the United States and British Chiefs of Staff is authorized in the interest of facilitating your operations and for arranging necessary logistic support.
5. Logistics. In the United Kingdom the responsibility for logistics organization, concentration, movement, and supply of forces to meet the requirements of your plan will rest with British Service Ministries so far as British Forces are concerned. So far as United States Forces are concerned, this responsibility will rest with the United States War and Navy Departments. You will be responsible for the coordination of logistical arrangements on the Continent. You will also be responsible for coordinating the requirements of British and United States forces under your command.
6. Coordination of operations of other Forces and Agencies. In preparation for your assault on enemy-occupied Europe, sea and air forces, agencies of sabotage, subversion, and propaganda, acting under a variety of authorities, are now in action. You may recommend any variation in these activities which may seem to you desirable.
7. Relationship to United Nations Forces in other areas. Responsibility will rest with the Combined Chiefs of Staff for supplying information relating to operations of the Forces of the USSR for your guidance in timing your operations. It is understood that the Soviet Forces will launch an offensive at about the same time as OVERLORD with object of preventing the German forces from transferring from the Eastern to the Western front. The Allied Commander-in-Chief, Mediterranean Theater, will conduct operations designed to assist your operation, including the launching of an attack against the south of France at about the same time as OVERLORD.

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(Classification)

The scope and timing of his operations will be decided by the Combined Chiefs of Staff. You will establish contact with him and submit to the Combined Chiefs of Staff your views and recommendations regarding operations from the Mediterranean in support of your attack from the United Kingdom. The Combined Chiefs of Staff will place under your command the forces operating in southern France as soon as you are in a position to assume such command. You will submit timely recommendations compatible with this regard.

8. Relationship with Allied Governments—the re-establishment of Civil Governments in Liberated Allied Territories and the administration of enemy territories. Further instructions will be issued to you on these subjects at a later date.

* * * * *

Appendix (omitted)

* * * * *

(Classification)

Example H-14. Historical Example of a Letter of Instructions

(CLASSIFICATION)

4 January 1945

LETTER OF INSTRUCTIONS
TWELFTH ARMY GROUP

SUBJECT: Letter of Instructions Number Twelve

TO: Commanding General, First Army APO #230, U.S. Army

Commanding General, Third Army APO #403, U.S. Army

1. When junction is effected between elements of the First and Third Armies in the HOUFFALIZE area, the First Army will come under command of Twelfth Army Group. It is proposed that the boundary between the armies will extend east along L'OURTHE River—OURTHE P7478—RJ at P822825—ST. VITH P8588—SCHONBERG P 9588— HAL-LSCHLAG L0896 (all inclusive to First Army). (See overlay.)

2. Twelfth Army Group will destroy enemy troops trapped west of HOUFFALIZE and continue the attack to the northeast on ST. VITH.

3. a. First Army, leaving sufficient forces to destroy the enemy trapped in its zone, will continue its attack towards ST. VITH assisted by an attack from the MALMEDY area.

b. Third Army, defending along the line of the SAAR, MOSELLE, and SAUER Rivers, and leaving sufficient forces to destroy the enemy trapped in its zone, will continue the attack toward the northeast and protect the right flank of the First Army.

4. Upon the capture of ST. VITH, it is proposed to continue the attack to the northeast to the RHINE River in the vicinity of BONN; First and Third Armies abreast on the front PRUM-MONSCHAU.

BY COMMAND OF LIEUTENANT GENERAL BRADLEY:

LEVEN C. ALLEN
Major General, GSC
Chief of Staff

OFFICIAL:

A. FRANKLIN KIBLER
Brigadier General, GSC
AC/S, G-3

1 Incl—Annex 1, Overlay (Omitted)

(CLASSIFICATION)

Section IV. EXAMPLE ANNEXES TO ORDERS

Example H-15. Intelligence Annex to Division Operation Order (Annex issued as a separate document.)

(The format used in this annex is based on STANAG 2014.)

(CLASSIFICATION)

Copy No. 4 of _____ copies
(Note 1) 20th Inf Div
ZELLE (4671), BUTTANO
★1019000 September 19__
BQ 13

★Annex A (INTELLIGENCE) TO OPERATION ORDER 24

★Reference: Map, Series *** BUTTANO, Sheets 204 (ZELLE-PAGT), Edition 2, 1:50,000.

Time Zone Used Throughout the Order: QUEBEC.

1. SUMMARY OF ENEMY SITUATION

INTSUM 55 and Appendix 1, Situation Overlay.

2. ESSENTIAL ELEMENTS OF INFORMATION

a. Essential Elements of Information. Will Aggressor reinforce his forces along the FLOOD River before the time of attack? If so, when, where, and with what forces? Special attention to the mechanized regiment and the medium tank regiment in vicinity of BURG (***).

b. Other Intelligence Requirements (not in priority).

(1) Will Aggressor continue to defend in his present positions? If so, how will he organize the ground, and with what troops? Special attention to locations and activities of reserves and to vulnerability to nuclear attack.

(2) Will Aggressor attack prior to 110500 September? If so, when, where, and in what strength? Special attention to the axis Hill 536 (***)—Hill 524 (***)—CR 981 (***).

(3) Will Aggressor employ nuclear weapons against us? If so, when, where, how many, of what yields, and by what delivery means?

(4) Will Aggressor use chemical or biological agents? If so, what agents, when, how, and where?

3. INTELLIGENCE ACQUISITION TASKS

a. Orders to Subordinate and Attached Units.

(1) 2d Bde:

(a) Report as obtained.

1. Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

2. Location and size of ammunition dumps and location, size, and content of engineering equipment parks.

3. Clearing of lanes through obstacles within Aggressor position in division zone.

4. Number, size, composition, and time observed of enemy patrols.

(CLASSIFICATION)

(CLASSIFICATION)

(ANX A (INTEL) to OPORD 24—20th Inf Div)

5. Activity and size of units blocking our patrolling in forward areas.

6. The interception of any enemy patrols equipped for chemical and biological activity.

(CLASSIFICATION)



(Classification)

(Anx A (Intel) to OPORD 24—20th Inf Div)

7. The presence of enemy troops carrying protective masks and/or wearing protective clothing.

(b) Report as obtained. Negative reports by 110400 September.

1. Activity in medium tank regiment (minus) and tank battalion assembly area in vicinity of BURG.

2. Location and activity of mechanized regiment in vicinity of BURG.

(2) 3d Bde:

(a) Report as obtained.

1. Activity of mechanized battalion north and east of CR 987 (**).

2. Activity of mechanized battalion on Hill 503 (***).

3. Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

4. Location and size of ammunition dumps and location, size, and content of engineer equipment parks.

5. Clearing of lanes through obstacles within Aggressor position in division zone.

6. Number, size, composition, and time observed of enemy patrols.

7. Activity and size of units blocking our patrolling in forward areas.

8. The interception of enemy patrols equipped for chemical and biological activity.

9. The presence of enemy troops carrying protective masks and/or wearing protective clothing.

(b) Report as obtained. Negative reports by 110400 September.

1. Activity in medium tank regiment (minus) and tank battalion assembly area in vicinity of BURG

2. Location and activity of mechanized regiment in vicinity of BURG.

(3) 1-21 Cav: report as obtained.

(a) Activity of mechanized battalion on Hill 503.

(b) Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

(c) Location and size of ammunition dumps and location, size, and content of engineer equipment parks.

(d) Clearing of lanes through obstacles within Aggressor position in division zone.

(e) Number, size, composition, and time observed of enemy patrols.

(f) Activity and size of units blocking our patrolling in forward areas.

(g) The interception of any enemy patrols equipped for chemical and biological activity.

(Classification)

(Classification)

(Anx A (Intel) to OPORD 24—20th Inf Div)

(h) The presence of enemy troops carrying protective masks and/or wearing protective clothing.

(4) Div Arty:

(a) Report as obtained.

1. Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

2. Clearing of lanes through obstacles within Aggressor position in division zone.

3. Number, size, composition, and time observed of enemy patrols.

4. Activity and size of units blocking our patrolling in forward areas.

5. The interception of any enemy patrols equipped for chemical and biological activity.

(b) Report as obtained. Negative reports by 110400 September. Locations of artillery positions, including number of weapons, caliber, and state of preparation of positions.

(5) 20th Avn Bn:

(a) Report as obtained.

1. Activity of mechanized battalion north and east of CR 987.

2. Activity of mechanized battalion on Hill 503.

3. Location, size, and type of unit in vicinity of Hill 536 (north of BURG).

4. Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

5. Location and size of ammunition dumps and location, size, and content of engineer equipment parks.

6. Preparation of emplacements suitable for, and presence of equipment appropriate to, ADM.

7. The interception of enemy patrols equipped for chemical and biological activity.

(b) Report as obtained. Negative reports by 110400 September.

1. Movement on the following roads:

(a) North on Highway 25 (**).

(b) West on Highway 2 (**).

(c) West on Highway 4 (**).

2. Activity in medium tank regiment (minus) and tank battalion assembly area in vicinity of BURG.

3. Location and activity of mechanized regiment in vicinity of BURG.

4. Locations of artillery positions, including number of weapons, caliber, and state of preparation of positions.

(6) 20th Engr Bn: report as obtained.

(a) Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

(Classification)

(Classification)

(Anx A (Intel) to OPORD 24—20th Inf Div)

(b) The interception of any enemy patrols equipped for chemical and biological activity.

b. Requests to Higher, Adjacent, and Cooperating Units.

(1) 1st Corps is requested to provide—

(a) As obtained.

1. Location, size, and type of unit in vicinity of Hill 536 (north of BURG).

2. Number, types, direction of movement, and time of movement of air or surface vehicular traffic within the division zone, with special attention to Highway 2.

3. Troop concentrations, including types of vehicles, east of Highway 25 within the division zone.

4. Evidence of field fortifications and troop concentrations along the following lines:

(a) Hill 503—CR 987.

(b) Hill 518 (***)—Hill 536—Hill 499 (***)

5. Location and size of ammunition dumps and location, size, and content of engineer equipment parks.

6. Instances of heavily guarded vehicular movement. Special attention to Highway 2 from ZILCH (***) to BURG.

7. Presence of special security troop units in any area east of Highway 25.

8. Launcher sites for guided missiles or rockets in the corps zone capable of striking the division.

9. Preparation of emplacements suitable for, and presence of equipment appropriate to, ADM.

10. The interception of enemy patrols equipped for chemical and biological activity.

11. All chemical and biological supply movement and dumping in division zone.

12. The presence of enemy troops carrying protective masks or wearing protective clothing or both.

(b) As obtained. Negative reports by 110400 September.

1. Movement on the following roads:

(a) North on Highway 25.

(b) West on Highway 2.

(c) West on Highway 4.

2. Activity in medium tank regiment (minus) and tank battalion assembly area in vicinity of BURG.

3. Location and activity of mechanized regiment in vicinity of BURG.

4. Location and activity of mechanized regiment southwest of CR 994.

5. Locations of artillery positions, including number of weapons, caliber, and state of preparation of positions.

(Classification)

(Classification)

(Anx A (Intel) to OPORD 24—20th Inf Div)

6. CP's, supply points, and medical facilities east of Highway 25.

(2) 18th Inf Div is requested to provide—

(a) As obtained.

1. Troop concentrations, including types of vehicles, east of Highway 25 within the division zone.

2. Instances of heavily guarded vehicular movement. Special attention to Highway 2 from ZILCH to BURG.

3. Presence of special security troop units in any area east of Highway 25.

4. Launcher sites for guided missiles or rockets within 18th Inf Div zone.

5. Locations of heavy artillery positions, including number of weapons and the caliber and state of preparation of positions in 18th Inf Div zone.

6. Preparation of emplacements suitable for, and presence of equipment appropriate to, ADM.

7. The interception of any enemy patrols equipped for chemical and biological activity.

8. All chemical and biological supply movement and dumping in zone.

9. The presence of enemy troops carrying protective masks or wearing protective clothing or both.

(b) As obtained. Negative reports of 110400 September.

1. Movement on the following roads:

(a) North on Highway 25.

(b) West on Highway 2.

(c) West on Highway 4.

2. Location and activity of mechanized regiment southwest of CR 994 (***).

(3) 52d Mech Div is requested to provide as obtained—

(a) Troop concentrations, including types of vehicles, east of Highway 25 within the divisional area of interest.

(b) Instances of heavily guarded vehicular movement. Special attention to Highway 2 from ZILCH to BURG.

(c) Presence of special security troop units in any area east of Highway 25.

(d) Launcher sites for guided missiles or rockets within 52d Mech Div area of interest.

(e) Locations of heavy artillery positions, including number of weapons, caliber, and state of preparation of positions.

(f) Preparation of emplacements suitable for, and presence of equipment appropriate to, ADM.

(g) The interception of enemy patrols equipped for chemical and biological activity.

(Classification)

(CLASSIFICATION)

(ANX A (INTEL) to OPORD 24—20th Inf Div)

(h) All chemical and biological supply movement and dumping in zone.

(i) The presence of enemy troops carrying protective masks or wearing protective clothing or both.

★4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS, AND MATERIEL

a. Prisoners of War, Deserters, Repatriates, Inhabitants, and Other Persons. Prisoners of war from the 58th Arty Div will be reported to division G2 without delay.

b. Captured Materiel. Enemy manufactured VT fuzes and electronic warfare equipment will be safeguarded and reported to division G2 without delay.

5. DOCUMENTS AND/OR EQUIPMENT REQUIRED

a. Maps. SOP distribution of map (BUTTANO, 1:50,000, ZELLE-PAGT).

b. Photos. Following airphotos will be furnished:

(1) Basic cover of division zone (1:10,000 approximately).

(a) Six copies each brigade and division artillery.

(b) One copy each tank battalion, mechanized infantry battalion, 1-21 Cav, 20th Avn, division engineer, and division signal officer.

(2) Annotated airphotos distributed automatically as available.

(3) Requests for preplanned airphoto missions due at division CP by 1400 daily, effective 11 September.

c. Air Reconnaissance. Appendix 2, Air Reconnaissance.

6. COUNTERINTELLIGENCE

a. All units coordinate use of Army aircraft through division TOC to reduce number of aircraft in air over division zone prior to attack.

b. Appendix 3, Counterintelligence.

★7. REPORTS AND DISTRIBUTION

SOP except as modified in paragraph 3.

8. MISCELLANEOUS (Note 2)

Acknowledge. (Note 1)

ABLE (Note 1)

MG

★OFFICIAL:

/s/ Guest

GUEST (Note 1)

G2

Appendixes: 1—Situation Overlay (omitted)

2—Air Reconnaissance (omitted)

3—Counterintelligence (omitted)

Distribution: Same as OPORD 24 (Note 1)

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(CLASSIFICATION)

(ANX A (INTEL) to OPORD 24—20th Inf Div)

- NOTE 1. Required only when the annex has a wider distribution than the order or is being distributed separately from the order.
- ★NOTE 2. Paragraph 8, "MISCELLANEOUS," is used if required. All other main paragraph headings are required to be listed. Terms such as "no change," "see overlay," "Annex _____," "none," and "not applicable," are permissible and should be used to maintain brevity of the order.

(CLASSIFICATION)

Example H-16. Fire support Annex to Division Operation Order (Issued with the operation order).

(CLASSIFICATION)

★ANNEX B (FIRE SUPPORT) to OPORD 2—20th Inf Div

★Reference: Map, Series M503 BAHA, Sheet 4224 IV (CAPE FORTH-ATHENAL), Edition 1-DMG, 1:50,000.

★Time Zone Used Throughout the Order: ZULU

1. SITUATION

a. Enemy Forces.

(1) Annex A (Intelligence) to OPORD 2.

(2) Enemy is capable of attacking fire support delivery units with air-, missile-, and cannon-delivered nuclear weapons. Enemy air capable of 40 bomber and 150 fighter-bomber sorties per day in zone of 1st Corps.

b. Friendly Forces.

(1) 1st Corps attacks 140430 Sep with the 20th Inf Div on the east and 21st Inf Div on the west, secures north bank of the IDAWANA River, and destroys enemy in zone.

(2) 9th TAF supports 30th Army with minimum allocation of 300 close air support sorties daily for the period 140400 to 152000 Sep. Priority to 1st Corps until north bank of IDAWANA River is secure.

(3) Artillery support.

(a) 1st Bn (Persh), 305th Arty: GS 30th Army; priority of fires to 1st Corps.

(b) 23d Armd Div Arty: GSR 20th Inf Div Arty; on order, revert to 23d Armd Div control.

(c) 63d Arty Gp: reinf 20th Inf Div Arty.

(4) Naval gunfire support: Naval Fire Support Group (TG 38.1) supports 1st Corps; Fire Support Unit Two (TU 38.12) provides support to 20th Inf Div.

★c. Attachments and Detachments. Attached effective 131900 Sep:

(1) 1st Bn (105, Towed), 601st Arty.

(2) 2d Bn (155, SP), 631st Arty.

2. MISSION

Artillery with the division and supporting fire elements support 20th Inf Div operations to secure north bank of IDAWANA River with nuclear and conventional support, naval gunfire support, and air defense support.

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. OPORD 2.

(2) Fires. At H-30 minutes, division will employ one MRC/2-KT weapon on enemy forces on Hill 374 (191395) and one MRC/.5-KT weapon on Hill 412 (224410). A 25-minute nonnuclear preparation will be fired beginning at H-20 minutes. Initial division reserve consists of two 2-MRC/KT weapons.

b. Air Support.

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(ANX B (FIRE SPT) to OPORD 2—20th Inf Div)

(1) General. Sixteen fighter-bombers on air alert from H to H+1 hour over corps zone to be assigned missions as approved by corps tactical operations center. Armament—mixed load.

(2) Allocations. Priority of air support to 20th Inf Div for period 140400 to 140900 Sep.

(3) Appendix 1, Air Fire Support.

c. Arty Support.

(1) FA.

(a) General. Artillery will support the attack with a nuclear preparation at H-30 minutes. A nonnuclear preparation will be fired from H-20 minutes to H+5 minutes.

(b) Organization for combat.

1. Division artillery:

1-45 Arty: DS 1st Bde.

1-46 Arty: DS 2d Bde.

1-47 Arty: GSR 1-45 Arty; on order, DS 3d Bde.

1-48 Arty: GSR 1-46 Arty.

1-49 Arty: GS.

1-601 Arty: reinf 1-45 Arty; on order, reinf 1-47 Arty.

2-631 Arty: GS.

2. Reinf artillery:

63d Arty Gp:

2d Bn (8, SP), 611th Arty

2d Bn (8, SP), 612th Arty

2d Bn (155, SP), 641st Arty

1st Bn (155, Towed), 651st Arty

(c) Miscellaneous.

1. 1-45 Arty will plan the fires of 1-47 Arty for the preparation only.

2. 1-46 Arty will plan the fires of 1-48 Arty from H-10 minutes to H+5 minutes.

3. Appendix 2, Artillery Fire Support.

(2) ADA: Appendix 3, Air Defense Artillery Fire Support.

d. Naval Gunfire Support.

(1) General. Fire Support Unit Two (TU 38.12) support the attack beginning at H-1 hour; H-20 minutes to H+5 minutes support the attack with preparation.

(2) Allocation of naval gunfire support:

One heavy cruiser (CA): GS division until released on corps order.

One destroyer (DD): DS 1st Bde.

(3) Miscellaneous, Appendix 4, Naval Gunfire Support.

e. Nuclear Support.

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(ANX B (FIRE SPT) to OPORD 2—20th Inf Div)

(1) Allocation.

1st Bde 1 FFR/10 KT

2d Bde 1 FFR/10 KT

(2) Appendix 5, Nuclear Fire Support.

f. Coordinating Instructions.

(1) Units allocated nuclear weapons are authorized to disperse and expend them.

(2) Notification of nuclear fires will be through command fire direction channels.

(3) Fire support appendixes to division FSE prior to 132200 Sep.

(4) Report of poststrike analysis of targets to division FSE.

(5) Counterbattery tactics: status—active; criteria—to be announced.

★4. SERVICE SUPPORT

a. General. Annex D (Service Support) to OPORD 2.

b. Materiel and Services. C1 V, ASR, 132400-172400 Sep.

(1) 105-mm how (HE) 150.

(2) 155-mm how (HE) 120.

(3) 8-in. how (HE) 60.

(4) Other types no restriction.

5. COMMAND AND SIGNAL

a. Signal.

(1) Index 1-14, SOI.

(2) Emergency signal for lifting fires—green star cluster.

(3) Normal radio traffic prior to attack.

(4) Annex F (Communications-Electronics) to OPORD 2.

b. Command.

(1) FSE—Division main CP.

(2) Division Artillery CP (initial)—LE190360.

Appendixes: 1—Air Fire Support (omitted)

2—Artillery Fire Support (omitted)

3—Air Defense Artillery Fire Support (omitted)

4—Naval Gunfire Support (omitted)

5—Nuclear Fire Support (omitted)

(CLASSIFICATION)

Example H-17. Air Fire Support Appendix to Fire Support Annex to
Field Army Operation Order

(CLASSIFICATION)

APPENDIX 1 (AIR FIRE SUPPORT) to ANNEX D (FIRE SUPPORT)
to OPOD 3—1st Army

★Reference: Map, Series M535 CENTRAL EUROPE, Sheets 34 and 35
(KASSEL and HALLE), Edition 2, 1:250,000.

★Time Zone Used Throughout the Order: ZULU.

Task Organization: Tab A, Organization 9th TAF.

1. SITUATION

a. Enemy Forces. Annex B (Intelligence) to OPOD 3.

★b. Friendly Forces. 9th TAF supports 2d Army Gp.

c. Attachments and Detachments. Tab A, Organization 9th TAF.

2. MISSION

9th TAF conducts tactical air operations to include counterair, interdiction, and close air support of 1st Army.

3. EXECUTION

a. Concept of Operation.

(1) Effective immediately, available air support will concentrate attacks with first priority to enemy surface-to-surface missile sites and to air interdiction operations against enemy rail and road movement capabilities west of HORTHEIMERFURT * * *)—NURNBERG (* * *) with emphasis on MAIN River crossings. Second priority against known enemy force concentrations beyond artillery range with special emphasis to mechanized units vicinity ASCHAFFENBERG (* * *), BAD MERGENTHEIM (* * *), EBERBACH (* * *), and the tank army vicinity NURNBERG.

(2) Estimated 208 tactical fighter/bomber sorties available for close air support and 160 tactical fighter/bomber sorties and 30 tactical missiles available for interdiction on 24 May.

(3) Priorities for air support are 1st Corps, 2d Corps, and 3d Corps.

b. 1st Corps:

(1) Three flights of eight tactical fighter/bombers each, load 5, reporting to corps ALO at 1500, 1600, and 1700 hours.

(2) Tab B, Preplanned Counterbattery and Close Air Support Air Support Missions.

c. 2d Corps:

(1) Eight tactical fighter/bombers, load 6, available on call for column cover for 23d Armd Div when committed. Control by column FAC through division ALO.

(2) Tab B, Preplanned Counterbattery and Close Air Support Missions.

d. 3d Corps: Tab B, Preplanned Counterbattery and Close Air Support Missions.

e. Immediate Air Support Missions. Thirty-two tactical fighter/bombers

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(APP 1 (AIR FIRE SPT) to ANX D (FIRE SPT) to OPORD 3—1st Army)

on strip alert available after 250700 May. Tab C, Preplanned Interdiction Missions.

(APP 1 (AIR FIRE SPT) to ANX D (FIRE SPT) to OPORD 3—1st Army)

f. Coordinating Instructions.

★(1) Current and preplanned fire support coordination lines: Tab D, Fire Support Coordination.

(2) TACP's for 1st, 2d, and 3d Corps available 231800 May as required.

(3) Corps and division notify this headquarters 30 minutes prior to time required for "on-call" missions.

★4. SERVICE SUPPORT

Admin/Log Order 4.

★5. COMMAND AND SIGNAL

a. Signal.

(1) Annex H (Communications-Electronics) to OPORD 3.

(2) 9th TAF call words and frequencies, 1st Army SOI.

(3) Emergency code word to stop airstrike, 1st Army SOI.

(4) Emergency signal to stop airstrike, 1st Army SOI.

(5) Target marking, 1st Army SOI.

b. Command.

(1) Annex C (Operation Overlay) to OPORD 3.

(2) Alternate location of TOC to be announced.

Tabs: ¹ A—Organization 9th TAF (omitted)

B—Preplanned Counterbattery and Close Air Support Missions

C—Preplanned Interdiction Missions (omitted)

D—Fire Support Coordination (omitted)

¹ Tabs may be distributed separately. Tab B and Tab C are revised daily. Tab A and Tab D are revised as required.

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TAB B (PREPLANNED COUNTERBATTERY AND CLOSE AIR SUPPORT MISSIONS) to APPENDIX 1 (AIR FIRE SUPPORT) to ANNEX D (FIRE SUPPORT) to OPOD 3— 1st Army

TOT number	Mission/target	Location	TOT	Acft and armament	Air unit call word	Control/remarks
1A-1-21	Ground alert	To be designated	On call after 220700	32 tac ftr loads 2, 4, 5	UTAH-G VOODOO-F-G BUCKEYE-D-E	To be designated
115-8-21	Roadblock, 6 at guns and 4 AW	MA7327	220700	8 tac ftr load 4	UTAH-A	15th Inf Div, FAC Underwood
*	*	*	*	*	*	*
25-18-21	Regt command post	MA7545	220800	8 tac ftr load 4	BUCKEYE-B	25th Inf Div, FAC Wolverine
V-1-21	Mobile rcl rifle gun	ALTHEIM to DIEBURG (MA8929 to MA9329)	221430	8 tac ftr	UTAH-C	None required

(CLASSIFICATION)

Example H-18. Engineer Annex to Corps Operation Order (Issued with operation order)

(CLASSIFICATION)

ANNEX E (ENGR) to OPORD 2—1st Corps

★Reference: Map, Series M535, Central EUROPE, Sheets 31-4 and 31-5, Edition 2, 1:250,000.

Time Zone Used Throughout the Order: ALFA.

Task Organization: Annex A (Task Org) to OPORD 2.

1. SITUATION

a. Enemy Forces. Annex B (Intel) to OPORD 2.

b. Friendly Forces.

(1) OPORD 2.

(2) 11th Army Engr Gp will take over road maintenance at 012400 April in area shown. Appendix 1, Engineer Operation Overlay.

(3) 401st Arty Gp (AD) provides AD protectio at all corps bridge sites during construction and after completion of construction.

(4) 721st Sig Bn (Corps) will furnish one wire team each to 55th Engr Gp (Cbt) and 56th Engr Gp (Cbt) to assist in installing and maintaining wire communications.

c. Attachments and Detachments. Annex A (Task Org) to OPORD 2.

2. MISSION

Corps engineer units support 1st Corps river-crossing operations by constructing and operating rafts, by constructing bridges, and by maintaining roads in corps zone. D-day, H-hour, 220600 Apr.

3. EXECUTION

a. Concept of Operation. * * *.

b. 50th Engr Bde:

(1) 55th Engr Gp (Cbt): DS 15th Inf Div.

(a) Support 20th Inf Div crossings.

1. Construct and operate—

(a) Two each light tactical rafts at sites DELTA and ECHO by H+3 hours.

(b) One each raft to support cl 60 traffic at sites BRAVO, DELTA, ECHO, FOXTROT, and GOLF by H+3 hours.

(ANX E (ENGR) to OPORD 2—1st Corps)

(c) One each float bridge to support cl 60 traffic at sites ALFA and CHARLIE by H+10 hours.

2. Support attack on far bank.

(b) Maintain roads in zone until 012400 July. Appendix 1, Engineer Operation Overlay.

(c) Establish two water supply points in crossing area.

(d) Support 52d Mech Div on order.

(3) 57th Engr Gp (Cbt): GS.

c. Coordinating Instructions. Protective booms will be constructed and maintained at all bridge sites.

★4. SERVICE SUPPORT

Admin/Log Order 2.

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(ANX E(ENGR) to OPORD 2—1st Corps)

★5. COMMAND AND SIGNAL

- a. Signal. Annex J (Communications-Electronics) to OPORD 2.
- b. Command.

Appendix: 1—Engineer Operation Overlay (omitted)

(CLASSIFICATION)

★Example H-19. Communications-Electronics Annex to Field Army Operation Order (Issued with operation order)

(CLASSIFICATION)

ANNEX F (COMMUNICATIONS-ELECTRONICS) to OPORD 5—30th (U.S.) Army.

Reference: Maps, Series M535 Central EUROPE, Sheets 30-1, 30-2, 30-5 and 30-6, Edition 2, 1:250,000.

Time Zone used throughout the Order: ALFA.

1. SITUATION

a. Enemy Forces and Capabilities. Intelligence Estimate No. 2, 271200 February. Guerrilla attacks on lone messenger vehicles have increased. Enemy capable of jamming all radio circuits.

b. Friendly Forces.

(1) USASTRATCOM (theater) provides trunks from theater access points to army area signal centers.

(2) OPORD 5.

c. Attachments and Detachments. Annex A (Troop List) to OPORD 5.

2. MISSION

Install, operate, and maintain the army communication system and provide terminals at major elements of the command to support crossing of RHINE River. Initial system to be in operation by 021500 Mar.

3. EXECUTION

a. Concept of Operation. The army communication system will operate as prescribed in the 30th (U.S.) Army SOP. Emphasis will be on the use of existing commercial wire facilities under army control when such facilities can be used without major rehabilitation. Increased use will be made of air messenger service.

b. 20th Sig Bde:

c. 1st Corps:

d. 2d Corps:

Attached: 731 Sig Co (COMMCEN Op) (Army)

(1) Coordinate operations and continue training and combat service support of assigned and attached signal units.

★(2) Install, operate, and maintain signal communications system and facilities for army main, rear, and alternate; and FATOC main and alternate. Provide internal signal communication support for such other units and installations as directed. Provide army photographic and messenger service.

(3) Continue operation of army area communication system.

(4) Be prepared to establish area signal centers on east side of RHINE River.

(5) Be prepared to construct cable crossings of RHINE River in area between BINGEN (MA2135) and WORMS (MV9854).

(6) Provide communication support for rear area protection operations. Annex G (Rear Area Security) to OPORD 5.

(7) Provide cryptographic support to army and corps troops and divisions.

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(ANX F (COMMEL) to OPORD 5—30th (U.S.) Army)

n. Coordinating Instructions.

(1) Wire.

(a) Appendix 1, Cable Routes.

(b) Appendix 2, Commercial Cable and Open Wire Systems.

(2) Radio.

(a) Appendix 3, Radio Nets.

(b) Units in contact maintain normal traffic; others, listening silence until H+15 minutes.

(c) Appendix 4, Frequency Priorities.

(3) Radio relay.

(a) Appendix 5, Army Radio-Relay Systems.

(b) Radio relay will be primary means of communication.

(4) Communication centers. 30th (U.S.) Army SOP.

(5) Army area signal centers. Present location.

706, ALSENBRUCK (MV2092)

* * * * *

721, LORRY-ES-METZ (KV9048)

(6) Appendix 6, Army Signal System Diagram.

(7) Telephone and teletypewriter traffic route bulletins will be issued by systems control as required to signal units operating army area signal system, corps, and divisions.

(8) Telephone directory issued by army signal officer to all units.

(9) Messenger service.

(a) Appendix 7, Messenger Schedules.

(b) Corps and divisions establish and report message drop and pickup areas.

(10) Electromagnetic radiation environment. Annex H (EMR) to OPORD 5.

★4. SERVICE SUPPORT

Admin/Log Order 2.

5. COMMAND AND SIGNAL

a. Signal. Index 1-15, SOI, 30th (U.S.) Army in effect.

b. Command.

Verdun Area Command, VERDUN (MG5378)

2d (U.S.) Army, ST MIHIEL (MG8819)

30th (U.S.) Army Main, SAARLAUTERN (LV3765)

30th (U.S.) Army Rear, CONFLANS (LJ0850)

30th (U.S.) Army Alternate, NEUNKIRCHEN (LV6868)

1st Corps, KIRCHBERG (LA8634)

2d Corps, KAISERSLAUTERN (MV1177)

c. Axis of Command Post Displacement.

SAARLAUTERN (LV3765)

* * * * *

Appendixes: 1—Cable Routes (omitted)

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(ANX F (COMMEL) to OPORD 5—30th (U.S.) Army)

- 2—Commercial Cable and Open Wire Systems (omitted)
- 3—Radio Nets (omitted)
- 4—Frequency Priorities (omitted)
- 5—Army Radio-Relay Systems (omitted)
- 6—Army Signal System Diagram (omitted)
- 7—Messenger Schedules (omitted)

(CLASSIFICATION)

Example H-20. Army Aviation Annex to Field Army Operation Order
(Issued with operation order)

(CLASSIFICATION)

ANNEX G (ARMY AVIATION) to OPORD 6—10th (U.S.) Army

★Reference: Maps, Series M406 EUROPE, Sheets 2, 3, 4, 5, 6, and 7,
Edition 2, 1:500,000.

★Time Zone Used Throughout the Order: ALFA.

1. SITUATION

a. Enemy Forces.

(1) Annex B (Intelligence) to OPORD 6.

(2) Enemy air capable of sporadic fighter-bomber sorties in zone.

b. Friendly Forces. OPORD 6.

c. Attachments and Detachments. Annex A (Task Org) to OPORD 6.

2. MISSION

Support 10th Army offensive operations to drive enemy forces in zone from western Germany; support rear area security operations in army rear area; support logistic supply operations.

3. EXECUTION

a. Concept of Operation. * * *

b. 112th Avn Gp:

(1) Priority of support to 2d Corps, then 1st Corps.

(2) Prepare to furnish four medium helicopters for rear area security operations on an on-call basis; prepare to furnish one medium helicopter company to move elements of reserve forces on 2-hour notice.

(3) Have available one platoon of medium helicopters for movement of special ammunition on an on-call basis.

c. 150th Avn Co (ATC):

(1) Provide assistance to Army aviation elements in the combat zone to enable these elements to operate airfields and accomplish aviation missions at night and in adverse weather conditions.

(2) Establish an FOC vicinity of LOHNSFELD (MV1790) and coordinate FOC with CG, 43d Arty Bde (AD).

d. 1st Corps:

e. 2d Corps:

f. 3d Corps:

g. Coordinating Instructions.

(1) Appendix 1, FOC Operations.

(2) Appendix 2, VFR Air Traffic Control.

★4. SERVICE SUPPORT.

Admin/Log Order 7.

5. COMMAND AND SIGNAL

a. Signal. Annex M (Communications-Electronics) to OPORD 6.

b. Command.

(1) 112th Avn GP, WIESBADEN (MA5142).

(2) 125th Avn Bn, SANDHOFEN (MV6190).

(3) 134th Avn Bn, WIESBADEN (MA5142).

(4) 150th Avn Co (ATC), LOHNSFELD (MV1790).

Appendixes: 1—FOC Operations (omitted)

2—VFR Air Traffic Control (omitted)

(CLASSIFICATION)

Example H-21. Road Movement Table Annex to Infantry Division Operation Order (Issued with operation order).
(A guide only, will need adjustments to suit individual cases)

(Classification)

ANNEX B (ROAD MOVEMENT TABLE) to OPOD 9 - 20th Inf Div

Reference: Map, Series M504 AFGAN, Sheet 4842 (BHAD-WURST),
Edition 1-DMG, 1:100,000.

Time Zone Used Throughout the Order: ZULU.

General Data:

- | | | |
|--|--|---|
| 1. Average Speed: 20 kmph.
2. Traffic Density: 20 veh per km.
3. Halts: SOP.
4. Routes:
a. Route RED. Serials: 1, 3, 4, and 5.
b. Route BLUE. Serials: 2 and 6.
5. Critical Points:
a. Route RED.
(1) Start point: RJ 413 at MB201699.
(2) Release point: RJ 211 at QA990628. | (3) Other critical points.
(a) RJ (VILLERS) at MB330718.
(b) RJ 242 at NB455701.
(c) RJ (LAWST) at DA585692.
(d) BLUE River bridge at PA683686.
(4) Route classifications: 6x50.
(5) Route restrictions: BLUE River bridge-6x50.
b. Route BLUE.
(1) Start point: RJ 526 at MS229509.
(2) Release point: RJ 105 at R5981511. | (3) Other critical points.
(a) RJ 592 at M5334481.
(b) RJ (CHANCE) at NS401490.
(c) RJ (VEGAS) at QT790501.
(d) BLUE River bridge at RS850495.
(4) Route classification: 10x50.
(5) Route restrictions: BLUE River bridge-6x50.
6. Main Routes to Start Points: ***.
7. Main Routes from Release Points: ***. |
|--|--|---|

Serial number	Date	Unit	No of vehicles	Load class of heaviest vehicle	From	To	Route	Route to start point	Critical points			Route from release point	Remarks
									Ref	Due	Clear		
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)
1	***	1st Bde COL Long, Comdr	***	***	BHAD area	WURST area	RED	***	SP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0530 0610 0630 0715 0755 0815 0855	0635 0715 0735 0820 0900 0920 1000	***	***
2	***	2d Bde COL Corley, Comdr	***	***	BHAD area	WURST area	BLUE	***	SP RJ 592 RJ (CHANCE) RJ (VEGAS) BLUE River bridge RP	0530 0548 0630 0800 0840 0920	0635 0653 0735 0905 0945 1025	***	***
3	***	3d Bde COL Smith, Comdr	***	***	BHAD area	WURST area	RED	***	SP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0650 0730 0750 0835 0915 0935 1015	0755 0835 0855 0940 1020 1040 1120	***	***
4	***	Div Arty COL Stephens, Comdr	***	***	BHAD area	WURST area	RED	***	SP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0810 0850 0910 0955 1035 1055 1135	0920 1000 1020 1105 1145 1205 1245	***	***
5	***	Div Trp LTC Camp, Comdr	***	***	BHAD area	WURST area	RED	***	SP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0935 1015 1035 1120 1200 1220 1300	1131 1211 1231 1316 1356 1416 1456		
6	***	DISCOM COL Norling, Comdr	***	***	BHAD area	WURST area	BLUE	***	SP RJ 592 RJ (CHANCE) RJ (VEGAS) BLUE River bridge RP	0944 1002 1044 1214 1254 1334	1200 1218 1300 1430 1510 1550	***	***

(Classification)

- NOTES: 1. Only the minimum number of headings above should be used. Any information which is common to two or more movement numbers or identification serial numbers should be included under the "data" paragraphs.
2. As the table may be issued to personnel concerned with control of traffic, the security aspect must be remembered. It may not be desirable to include dates or locations.
3. If the table is issued by itself, and not as an annex to a more detailed order, the table must be signed or authenticated in the normal way.
4. "Critical Point" is defined as "a selected point along a route used for reference in giving instructions. It includes start points, release points, and other points along a route where interference with movement may occur or where timings are critical".
5. This will be the number which is used to identify a column (or element of column) during the whole of the movement.
6. In the case of an annex having the same distribution as an operation order, it will not be necessary to include the headings and ending as shown on this page.

(Classification)
(Anx B (Road Mov Table) to OPOD 9—20th Inf Div)

7. SERIALS

Serial	Organization and commander	Number of vehicles	Load class of heaviest vehicles	Present location	Route	New location	TL (min)	Control of Movement			Remarks
								Location of critical points	Arrival time	Clearance time	
1	1st Bde COL Long, Comdr	***	***	BHAD area	RED	WURST area	65	SP	0530	0635	
							65	RJ (VILLERS)	0610	0715	
								RJ 242	0630	0735	
								RJ (LAWST)	0715	0820	
								BLUE River bridge	0755	0900	
								RJ (HAINS)	0815	0920	
2	2d Bde COL Corley, Comdr	***	***	BHAD area	BLUE	WURST area	65	RP	0855	1000	
								SP	0530	0635	
								RJ 592	0548	0653	
								RJ (CHANCE)	0630	0735	
								RJ (VEGAS)	0800	0905	
								BLUE River bridge	0840	0945	
3	3d Bde COL Smith, Comdr	***	***	BHAD area	RED	WURST area	65	RP	0920	1025	
								SP	0650	0755	
								RJ (VILLERS)	0730	0835	
								RJ 242	0750	0855	
								RJ (LAWST)	0835	0940	
								BLUE River bridge	0915	1020	
4	Div Arty COL Stephens,	***	***	BHAD area	RED	WURST area	70	RJ (HAINS)	0935	1040	
								RP	1015	1120	
								SP	0810	0920	
								RJ (VILLERS)	0850	1000	

(Classification)

(Classification)

(Anx B (Road Mov Table) to OPOD 9—20th Inf Div)

	Comdr							RJ 242	0910	1020	
								RJ (LAWST)	0955	1105	
								BLUE River	1035	1145	
								bridge			
								RJ (HAINS)	1055	1205	
								RP	1135	1245	
5	Div Trp LTC Camp, Comdr	***	***	BHAD area	RED	WURST area	116	SP	0935	1131	
								RJ (VILLERS)	1015	1211	
								RJ 242	1035	1231	
								RJ (LAWST)	1120	1316	
								BLUE River	1200	1356	
								bridge			
								RJ (HAINS)	1220	1416	
								RP	1300	1556	
6	DISCOM COL Norling, Comdr	***	***	BHAD area	BLUE	WURST area	186	SP	0944	1120	
								RJ 592	1002	1138	
								RJ (CHANCE)	1044	1220	
								RJ (VEGAS)	1214	1350	
								BLUE River	1254	1420	
								bridge			
								RP	1384	1510	

(Classification)

★Example H-22. Barrier and Denial Annex to Field Army Operation Order (Issued separately)

(CLASSIFICATION)

Copy No 2 of _____ copies
1st (Allied) Army
COLLI (CX352769), ZORANIA
040900A June 19____
CY 322

ANNEX E (BARRIER AND DENIAL) to OPORD 2

Reference: Map, Series L202, Sheets 54-2, 54-3, (SUDOLAND and ZORANIA), Edition 1, 1:500,000.

Time Zone Used Throughout the Order: ALFA.

1. SITUATION

- a. Enemy Forces. Annex A (Intel) to OPORD 2.
- b. Friendly Forces. OPORD 2.
- c. Attachments and Detachments. None.

2. MISSION

1st (Allied) Army conducts barrier and denial operations in zone to support the attack to and defense of the RUFF Mountains (***).

3. EXECUTION

- a. Concept of Operation.

(1) General.

(a) Extensive use of barriers will be made as an economy of force measure. Maximum use will be made of local materials for barrier construction.

(b) Unless indicated otherwise, priorities for construction of barriers are—

- 1. Covering barriers.
- 2. Army east (left) flank barrier.
- 3. Intermediate barriers.
- 4. Army west (right) flank barrier.

(c) Appendix 1, Barrier Location Concept, shows the lines of coordinated obstacles required by army but does not indicate the density, depth, or numbers of individual obstacles. Responsible units will construct obstacles as required to cause maximum restriction to enemy movement. High-speed avenues of approach will be blocked in depth.

(d) Destruction of population centers and communications, transportation, utilities, mining, factories, and port facilities and installations will be kept to a minimum. Destruction of installations or facilities that may adversely influence ALFIE's combat service support capability will be avoided.

(e) When secured, the RUFF Mountains are designated as a barrier vital to the command as a whole.

(2) Offense. Both corps will accomplish the planning and execution of barriers in this phase of the operation (D to D+10). Obstacles planned or created should provide for ready integration into the army or

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(ANX E (BARRIER AND DENIAL) to OPOD 2—1st (Allied) Army)

corps barrier plans. Full use must be made of barriers to canalize enemy counterattacks into killing areas, particularly on the west flank.

(3) Defense. It is anticipated that the army will defend the RUFF Mountains for 20 days (D+10 to D+30). Barriers will be located to canalize enemy attacks into killing area. Intermediate barriers will be constructed with sufficient gaps to allow free movement of the army reserve in rear of or within the battle area.

b. 1st Corps:

Barrier	Priority	Remarks
Pass at KRANIA (DA801350)	1	Prepare for atomic demolition to be executed only on orders this headquarters. Responsibility for pass at KRANIA will be assumed by 1st (ZA) Army on order.
Pass at PILAR (DA800615)	1	Prepare for atomic demolition to be executed only on orders this headquarters.
Oil refinery PILAR (DA710580)	1	Prepare for demolition; demolish if threatened with capture.
Barrier ABC at DA625710	1	
Airfield KRUE (DA650190)	2	Prepare for atomic demolition to be executed only on orders this headquarters.
Barrier IJ at DA785890	2	
Barrier EJ at DA690845	2	
Barrier EF at DA735285	3	
Barrier BE at DA738095	4	
Barrier AI at DA845040	5	

c. 12th Corps:

Barrier	Priority	Remarks
Barrier CD at DY653825	1	
Barrier FGH at DY500820	2	
Port facilities ZATOK (DY450710)	2	Demolish with ADM if threatened with seizure; otherwise, execute only on orders this headquarters.
Optical factory at SLIKEN (DY500805)	2	Demolish and evacuate lens grinders to BRICNE (***) if threatened with seizure; execute on orders this headquarters.
Barrier CF at DY480320	3	
Barrier DH at DY515120	4	

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(ANX E (BARRIER AND DENIAL) to OPORD 2—1st (Allied) Army)

d. 50th Engr Bde:

Barrier	Priority	Remarks
Pass north of ABLE (DY560050)	1	Prepare for atomic demolition at location designated by 12th Corps; execute only on orders this headquarters.
Pass through STEMMER (DY610920)	1	Prepare for atomic demolition at location designated by 12th Corps; execute only on orders this headquarters.
Nuclear energy plant barrier CRAYTONIA (DY425640)	1	Prepare for demolition; demolish if threatened with seizure.
Magnesium mine DELTON (DY405335)	2	Prepare for demolition; demolish if threatened with seizure.
Barrier JK at DY630765	2	
Barrier FKM at DY630690	2	
Barrier GM at DY630880	3	
Barrier LM at DY420570	4	
Barrier IL at DY420830	4	
Barrier MNO at DY390770	5	
Barrier HO at DY530650	5	

e. Coordinating Instructions.

(1) Corps coordinate location of barriers along boundaries, including extent of lanes and gaps. Coordinate with counterattack plans.

(2) Gaps and lanes in army-directed barriers behind FEBA closed only on army order.

(3) Additional lanes and gaps in army-directed-barriers will be authorized on request.

(4) Demolition of bridges and other transportation facilities in rear of the FEBA executed only after clearance this headquarters or release of control of route or routes by this headquarters.

(5) Nuisance mines will not be authorized.

(6) Complete barrier plans will be forwarded this headquarters by 091500 June.

(7) Complete barrier plans will not be distributed below division; appropriate extracts authorized as far forward as brigade CP.

(8) Barrier construction may be initiated without further orders. Improvement of barrier system will continue during the operation. Atomic demolition plan and ADM target analyses will be forwarded this headquarters by 081500 June.

(9) Use of chemical contaminants requires specific army approval.

(10) Barrier and denial operations must not unduly restrict future army operations, particularly to the north.

(11) ALFIE personnel will exploit technical intelligence targets in 1st

(CLASSIFICATION)

(CLASSIFICATION)

(ANX E (BARRIER AND DENIAL) to OPORD 2—1st (Allied) Army)

(Allied) Army zone. Such personnel will receive full cooperation and assistance.

(12) ADM are available. Annex C (Fire Support) to OPORD 2.

(13) Appendix 2, Minefield Location.

(14) Appendix 3, Chemical Contaminants.

(15) Appendix 4, Demolitions.

(16) Appendix 5, Atomic Demolitions.

4. SERVICE SUPPORT

a. 1st (Allied) Army Admin/Log Order 2.

b. Indigenous labor not authorized forward of division service area.

5. COMMAND AND SIGNAL.

a. Signal. Index 1-5, SOI.

b. Reports and Records.

(1) Minefields. Submit required reports of intent, initiation, completion, and change by fastest means available consistent with signal security. Written standard record will follow on all but protective minefields.

(2) Contaminants. Report intended location, extent, type, and density, estimated time of completion, and estimated delay to be accomplished.

(3) Demolitions and other obstacles. Report location, type, extent, and estimated time of completion.

Acknowledge.

HAMMUS

GEN

OFFICIAL:

/s/ Williams

WILLIAMS

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Appendixes: 1—Barrier Location Concept (omitted)

2—Minefield Location (omitted)

3—Chemical Contaminants (omitted)

4—Demolitions (omitted)

5—Atomic Demolitions (omitted)

6—Distribution

Distribution: Appendix G, Distribution

(CLASSIFICATION)

Example H-23. Airspace Utilization Annex to Field Army Operation Order (Annex issued separately from the order)

(CLASSIFICATION)

Copy No 7 of _____ copies
10th (U.S.) Army
HOMBURG (LV7963), GERMANY
100800Z January _____
CX 34

(ANNEX L (AIRSPACE UTILIZATION) to OPORD 4

★Reference: Map, series 501 Western EUROPE, Sheet NW 32-9 (HOMBURG), *** Edition DMG, 1:250,000.

Time Zone Used Throughout the Order: ZULU.

1. SITUATION

- a. Enemy Forces. OPORD 4.
- b. Friendly Forces. OPORD 4.
- c. Attachments and Detachments. None.

2. MISSION

10th (U.S.) Army provides airspace regulation and control to insure proper and efficient coordination and timely access to the airspace over the combat area by all users, with minimum mutual interference.

3. EXECUTION

a. Concept of Operation.

(1) Airspace utilization.

(a) Aircraft of all Services must be free to conduct combat operations without restraint except those required for command, control, coordination of effort within and among the participating Services, and safety.

(b) The coordination altitude is 7,000 feet. Army aircraft will be free to operate VFR below this altitude with no restrictions imposed by this Annex. Appendix 1, Air Route Overlay.

(c) Surface-to-surface and air defense weapons are free to fire in all airspace subject only to normal fire support coordination measures, restraints imposed by readiness conditions, and rules for engagement.

(d) The restrictions and risks imposed on aviation and air defense reflect the commander's priorities for operations.

(2) Concept of air support.

(a) Army aviation, Annex J (Army Aviation) to OPORD 4.

(b) 9th TAF. Appendix 2 (Air Fire Support) to Annex D (Fire Support) to OPORD 4.

b. Airspace Priorities.

(1) On receipt of the appropriate ZULU code, army air defense has total priority in the designated areas and all friendly air traffic will clear the airspace immediately.

(a) ZULU ALFA—Clear entire combat zone airspace.

(b) ZULU BRAVO—Clear 1st Corps airspace.

(c) ZULU CHARLIE—Clear 2d Corps airspace.

(d) ZULU DELTA—Clear 3d Corps airspace.

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(ANX L (ASPA UTILIZATION) to OPORD 4—10th (U.S.) Army)

(e) Code BLUE SKY (all clear) will be broadcast every 30 seconds for a 10-minute period.

(2) 1st Corps area priority to westbound traffic on air routes/corridors A32 and T2.

(3) 2d Corps area priority to eastbound traffic on air routes/corridors T1, T4, D21, and D22.

(4) 3d Corps area priority to westbound traffic on air routes/corridors B30 and T3.

(5) U.S. Air Force tactical fighter bombers have priority on objectives A, B, and C from 180550 to 180500 January.

(6) Army airmobile and aerial fire support aircraft have priority from 180551 January until completion of the airmobile operation on objectives A, B, and C.

(7) Aircraft will not enter Restricted areas without complying with restrictive measures in effect. Appendix 1, Air Route Overlay.

(8) Aircraft will not enter or overfly Prohibited (Exclusion) areas at any time. Appendix 1, Air Route Overlay.

c. Air Traffic Control Organizations. FOC and FCC locations and areas of responsibility. Annex J (Army Aviation) to OPORD 4.

d. Coordinating Instructions.

(1) All Army aircraft moving forward in the division area with the exception of surveillance aircraft remain below 600 feet until 180550 January.

(2) ATCL 2 effective 180550 January.

(3) Air warnings disseminated by all air traffic regulation elements, the AADCP, and the warning broadcast net.

(4) High-performance aircraft will not penetrate a lower safety layer of 1,000 feet absolute altitude except for takeoff and landings unless under positive control of a forward air controller.

(5) All flights above the coordinating altitude or departing the combat zone subject to control by the CRC of the 9th TAF.

(6) Air corridor B restricted between altitudes of 1,500 and 7,000 feet from 180645 until 180900 January for the use of troop lift aircraft.

(7) Flights operating in brigade areas of 19th and 21st Inf Div restricted to brigade aircraft and aircraft in direct support of the brigade.

(8) Air routes/corridors B1 and E1 are restricted to aircraft performing ALOC mission from 150600 to 162400 January.

(9) Aircraft flying along air routes/corridors under direct control of the appropriate air traffic regulation organization from time of departure until termination. The following coordination is required for controlled flights:

(a) Below the coordinating altitude. Flight plan data passed to air traffic control facilities.

(b) At or above the coordinating altitude.

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(ANX L (ASPA UTILIZATION) to OPORD 4—10th (U.S.) Army)

(CLASSIFICATION)

1. Flight plan data passed to the 9th TAF CRC.
2. Flight plan data passed to the AADCP.
3. All Army ATC units concerned are notified.
- (10) Air corridors A and B are designated recovery corridors.

e. Air Defense Rules for Engagement.

(1) Aircraft penetrating the ATCL from the enemy side will be engaged if not positively identified as friendly.

★(2) Aircraft penetrating air defense restricted areas will be engaged if not positively identified as friendly.

(3) Aircraft employing ECM will be engaged if not positively identified as friendly.

★(4) Aircraft operating below 150 150 knots ground speed within the combat zone and outside air defense restricted areas will not be engaged unless positively identified as hostile.

(5) Aircraft committing hostile acts will be engaged.

f. Reentry Procedures.

(1) Reentry points are on air corridors A and B and air routes/corridors T2, T1, and T3.

(2) IFF transponder setting is mode 4, channel 31.

(3) Visual recognition procedures are as prescribed in ACP 150 (B).

(4) Emergency reentry procedures for aircraft experiencing IFF malfunction:

(a) Call SKY CAT control prior to reaching the ATCL, who will alert the AADCP.

(b) Attempt to reach a reentry corridor.

(c) Aircraft entering without an operational IFF must land at the first available airfield capable of receiving that type of aircraft.

g. Coordinating Instructions.

* * * * *

★4. SERVICE SUPPORT

Admin/Log Order 4

5. COMMAND AND SIGNAL

a. Signal.

(1) Annex H (Communications-Electronics) to OPORD 4.

(2) Call words and frequency: 10th Army SOI.

(3) 9th TAF call words and frequency: 10th Army SOI.

(4) Navigation facility frequency in route: air navigation charts dated 210001 December.

b. Command.

(1) Annex C (Operation Overlay) to OPORD 4.

(2) Location of AADCP. Annex E (Air Defense) to OPORD 4.

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(ANX L (ASPA UTILIZATION) to OPORD 4—10th (U.S.) Army)

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Acknowledge.

HANES
GEN

★OFFICIAL:

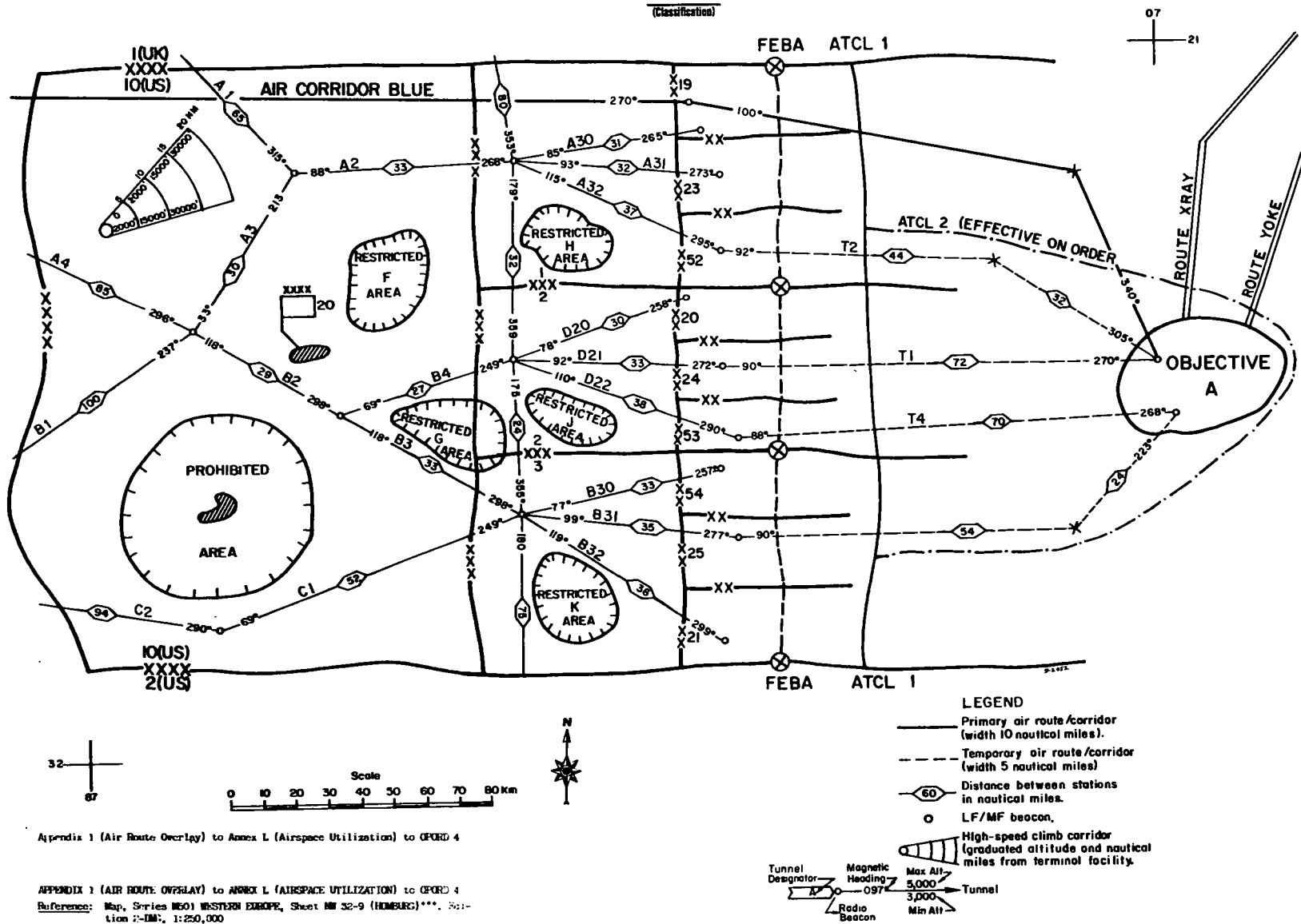
/s/ Leroy

LEROY

G3

Appendix: 1—Air Route Overlay

(CLASSIFICATION)



Example H-24. Combat Service Support Annex to Division Operation
Order (Service Support Overlay)

(CLASSIFICATION)

Copy No 2 of _____ copies
23d Armd Div
PRADIA (DB0404), POLAND
082000B August 19____
CB 5

ANNEX F (SERVICE SUPPORT) to OPORD 12

★Reference: Map, Series M642 POLAND, Sheets 5841, 5842, 5941, 5942, 6041 and 6042 (CZESTOCHOWA-ZAWIERCIE, MIECHOW-KIELCE, and SANDOMIERZ-KRASNIK), Edition 1-AMS, 1:100,000.

★Time Zone Used Throughout the Order: BRAVO.

★1. GENERAL

This order provides for cbt svc to 23d Armd Div vic PRADIA. Div is supported by the 1st Spt Bde (Corps) and the 82d Med Gp. Div instl open not later than 090800 August. 1-53 Arty supported from 1st Bde Tn area. 501st Engr Bn supported from 2d Bde Tn area. Appendix 1, Service Support Overlay.

★2. MATERIEL AND SERVICES

a. Supply.

(1) Cl I.

(a) Supply point distribution for all units supported from div spt area on 9 August only. Schedule—SOP.

(b) All units maintain two rations in reserve during period 9 to 12 August inclusive.

(2) Cl II. Priority to 1st Bde 9—10 August.

(3) Cl III.

(a) GS Sup Instl 622, 30th Army (AB101202).

(b) Fuel allocations. Appendix 2, Fuel Allocations.

(4) Cl IV.

(a) No barrier/fortification material available at GS Sup Instl 622 until 100600 August.

(b) Priority on barrier/fortification to 2d Bde on arrival objective area.

(5) Cl V.

(a) ASP 955, 30th Army (AB202316) opens 090600 August.

(b) SASP 956, 30th Army (AB226281), opens 090600 August.

(c) ASR 9-12 August.

1. 81-mm mortar WP 5.

2. 4.2-in. mortar HE 150.

3. Other types, no restriction.

(d) Special ammunition load.

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(CLASSIFICATION)

(ANX F (SVC SPT) to OPORD 12)

- | | |
|--------------------------------|----|
| 1. D/1-53 Arty MRC/2 KT | 3. |
| 2. A/1-54 Arty FFR/10 KT | 2. |
| 3. B/1-54 Arty FFR/10 KT | 1. |

(6) Cl VI.

(a) Tobacco and toilet items will be issued gratuitously with rations on odd numbered days through 19 August.

(b) 1st Spt Bde (Corps) will operate mobile post exchanges in bde tn areas commencing 091900 August.

(7) Cl VII. Howitzer, 155-mm, and truck, 5-ton LWB, controlled items; submit requisitions through command channels.

(8) Cl VIII. 808th Med Dep establishes supply point vic 82d Med Gp HQ at AB2830; opens 090800 August.

(9) Cl IX. Major critical shortages exist in repair parts and replacement components for general purpose vehicles and armored personnel carriers. Commanders will give personal emphasis to proper operation and user maintenance on these types of equipment.

(10) Appendix 3, Air Resupply.

b. Transportation. Appendix 4, Traffic Circulation and Control.

(1) Bridges on main roads are two-way, class 60; on secondary roads, they are one-way, class 5, or better.

(2) Route YOKE from DB0901 to DB1520 closed for movement of armor from 090100 to 090500 August.

c. Services.

(1) Effective 090800 August exchange of socks and underwear will be resumed at all bath points.

(2) Decon Plat, 2020th Fld Svc Co (GS) (Fwd), provides supervision of unit decontaminating activities beginning 090800 August.

d. Maintenance. Priority of support to:

- (1) 1-53 Arty.
- (2) 1-10 Armor.
- (3) 1-22 Cav.
- (4) 1-12 Armor.

★3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Current cholera and typhus inoculations will be completed prior to 102400 August.

b. Aeromedical evacuation will be to the maximum for high-priority casualties.

c. 8090th Surgical Hosp (Mbl Army) at BB 293847 supports 23d Armd Div.

4. PERSONNEL

a. During period 10 to 12 August inclusive, submit personnel daily summary as of 1500 to reach this HQ by 1900.

b. Guards delivering PW's to PW coll pt remain under control of PM until released.

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(CLASSIFICATION)

(ANX F (SVC SPT) to OPORD 12)

c. Contaminated remains will be segregated and moved by separate transportation.

d. Local restaurants and food catering establishments are off limits.

5. CIVIL-MILITARY COOPERATION

a. Curfew for civilians is 1800 to 0800.

b. Appendix 5, Civil Affairs.

6. MISCELLANEOUS

a. Division rear boundary is army light line.

b. Division chaplain located at division main effective 091200 August.
Acknowledge.

KEHE

MG

★OFFICIAL:

/s/ Wise

WISE

G4

Appendixes: 1—Service Support Overlay.

2—Fuel Allocations (omitted)

3—Air Resupply (omitted)

4—Traffic Circulation and Control (omitted)

5—Civil Affairs (omitted)

Distribution: A

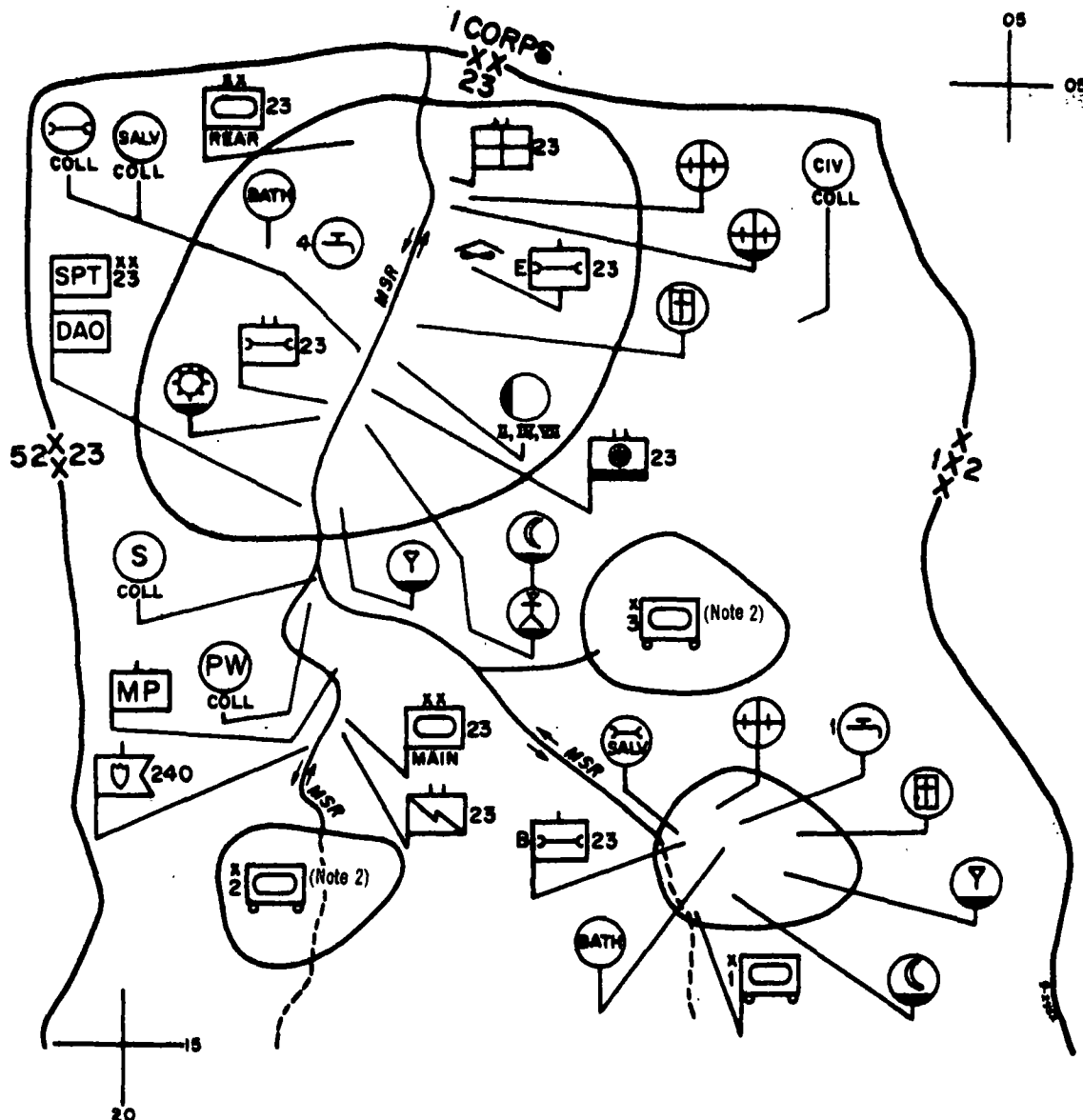
(CLASSIFICATION)

Appendix 1 (Service Support Overlay) to Annex F (Service Support) to OPORD 12--23d
Armd Div¹

(Classification)

APPENDIX 1 (SERVICE SUPPORT OVERLAY) to Annex F (SERVICE SUPPORT) to OPORD 12--23d
Armd Div¹

Reference: Map, Series M642 POLAND, Sheets 5841, 5842, 5941, 5942, 6041, and 6042
(CZESTOCHOWA-ZAWIERCIE, MIECHOW-KIELCE, and SANDOMIERZ-KRASNIK), Edition
1-AMS, 1:100,000.



(Classification)

¹Heading and ending not required when appendix is distributed with the annexes.

²Composition of 2d and 3d Bde Trns are approximately the same as 1st Bde Trns.

★Example H-25. CMO Annex to Division Operation Order, Stability Operation (Issued with the Operation Order)

(Classification)

Copy No 1 of ---- copies
 20th Inf Div
 CHIENG KHRUA (VE0512), THAILAND
 060800G February 19--
 BZ 65

ANNEX G (CMO) TO OPORD 7

Reference: Map, Series L708 Thailand, Sheets 5762 I, 5763 II and IV, 5862 IV and 5863 III and IV (BAN PHOK NOI, AMPHOE PHANNA NIKHOM, BAN KHOK SILA, CHANGWAT SAKON NAKHON, BAN NA WUA, AMPHOE SI SONG KHRAM), Editions 1-AMS, 1:50,000.

Time Zone Used Throughout the Order: GOLF.

1. SITUATION

a. Enemy Forces.

- (1) Annex A (Intelligence).
- (2) Psychological situation.

(a) Guerrilla forces' morale remains high mostly because they are operating in what they consider a "safe" area and they have their families with them.

(b) The current food supply is adequate; but a shortage of medical personnel equipment and supplies exists. Smallpox and other diseases reportedly have broken out.

(c) Native villagers have been sympathetic toward the guerrillas; however, friction has arisen between the native villagers and the guerrillas over the latter's policy of conscripting labor for use in base camp construction.

b. Friendly Forces.

- (1) OPORD 7.
- (2) Periodic CA Report 10.

c. Attachments and Detachments. Remain attached.

- (1) 1st, 3d, and 4th Plt and one DP and Pub Health Tm from the 271st CA Co.
- (2) Five PSYOP HB Tm from the 341st PSYOP Co.
- (3) Two Armed Pgnd Sqd (Indig) OPCON.

d. Assumptions. Villagers sympathetic to the government may seek the opportunity to flee the area, therefore, causing a refugee problem.

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(ANX G (CMO) TO OPORD 7—20th Inf Div)

2. MISSION

Division conducts civil-military operations (CMO) to undermine the morale of the guerrilla force in the target area, to provide an alternative for their continued resistance, to weaken the link between the guerrilla and the civilian population, to prevent civilian interference with the tactical mission, and to assist the national government in *gaining population* support throughout the operational area.

3. EXECUTION

a. Concept of Operation.

(1) CA activity will be directed at facilitating refugee control, preventing epidemics, supporting tactical operations, and controlling the population. All tactical operations will include the use of CMO and Armed Pgnd Sqds to provide immediate medical care, civic action, and PSYOP activities. Rough handling of civilians, indiscriminate detention, and similar actions resulting in a lessening of cooperation by the people in the target area will be avoided. Priorities for civic action projects are contained in Appendix 1.

(2) PSYOP mission and objectives will be fulfilled by accomplishing the supporting tasks contained in Appendix 2, Objectives and Tasks. The primary target groups for the psychological campaign are the guerrillas and civilian population in the target area. PSYOP will support CA activities including those concerned with refugee and population control. Examples of PSYOP techniques to be used are contained in Appendix 3, Sample Techniques and Themes.

(a) PSYOP will support the tactical operations conducted in the target area by leaflet dissemination, air and ground loudspeaker broadcasts, and face-to-face communication. PSYOP teams, materials, and support aircraft will be available on both an on-call basis and a preplanned basis.

(b) Preplanned leaflets will be available to direct refugees to designated collecting points.

b. 1st Bde:

(1) PSYOP HB Tm, 341st PSYOP Co, attached.

(2) Armed Pgnd Sqd (Indig) OPCON.

(3) DP and Pub Health Tm, 271st CA Co, attached.

(4) Conduct PSYOP in support of objectives and tasks listed in Appendix 2 and as specified in 3a above.

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(ANX G (CMO) TO OPORD 7—20th Inf Div)

c. 2d Bde:

- (1) PSYOP HB Tm, 341st PSYOP Co, attached.
- (2) 1st Plt, 271st CA Co, attached.
- (3) Conduct PSYOP in support of objectives and tasks listed in Appendix 2 as specified in 3a above.
- (4) Establish a CA operational base and conduct civic action visitations in the vicinity of line HARRY.

d. TF Brigadier:

- (1) PSYOP HB Tm, 341st PSYOP Co, attached.
- (2) 4th Plt, 271st CA Co, attached.
- (3) Conduct PSYOP in support of objectives and tasks listed in Appendix 2 and specified in 3a above.
- (4) Establish a CA operational base and conduct civic action visitations.

e. 3d Bde and DISCOM:

- (1) PSYOP HB Tm, 341st PSYOP Co, attached (3d Bde).
- (2) PSYOP HB Tm, 341st PSYOP Co, attached (DISCOM).
- (3) Armed Pgnd Sqd (Indig) OPCON.
- (4) 3d Plt, 271st CA Co, attached.
- (5) Conduct PSYOP in support of objectives and tasks listed in Appendix 2 and as specified in 3a above.

f. Coordinating Instructions.

(1) Civilians classified as refugees will be provided emergency assistance until moved to secure area where they will be under the care of national authorities. Units generating refugees will provide security and care for their welfare until they come under the control of the government. All action regarding refugees will be closely coordinated with division G5.

(2) When feasible, captured enemy material and foodstuffs will be evacuated and turned over to national authorities. Host country resources and transportation will be utilized to the maximum extent practicable. Captured food caches will be destroyed only when their extraction is impracticable.

(3) Emergency medical treatment and evacuation will be provided for members of the local population injured as a result of the operation when they do not interfere with the accomplishment of the mission.

(4) Request for PSYOP missions will be coordinated through proper channels.

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(ANX G (CMO) TO OPORD 7—20th Inf Div)

(5) A PSYOP HB Tm will be a standard part of every cordon and search operation. Maximum use will be made of Armed Pgnd Sqds.

(6) Current guidance on the limitations of CA authority will be followed to the letter.

(7) Proposed civic action projects will be coordinated with and approved by the G5 in conjunction with provincial authorities.

(8) Reports will be made in accordance with the division SOP.

4. ADMINISTRATION AND LOGISTICS

OPORD 7; Annex H (Administration).

5. COMMAND AND SIGNAL

OPORD 7.

Acknowledge.

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Appendixes: 1—Priority for Civic Action Projects (omitted)

2—Objectives and Tasks (omitted)

3—Sample Techniques and Themes (omitted)

Distribution: A

21st Inf Div

1st Bde, 21st Inf Div

101st Avn Gp

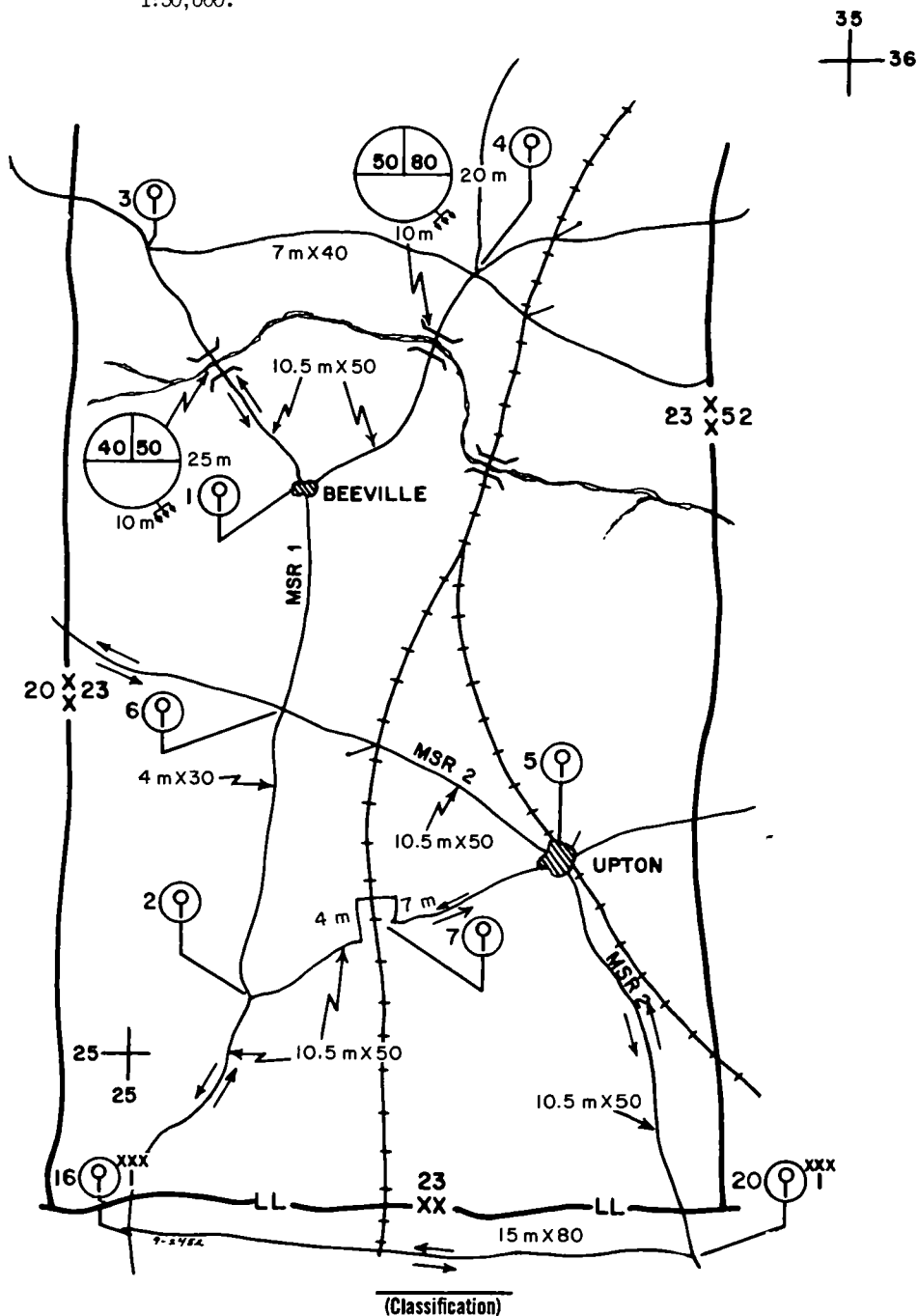
(Classification)

Example H-26. Traffic Circulation and Control Appendix to Armored Division Service Support Annex

(Classification)

APPENDIX 1 (TRAFFIC CIRCULATION AND CONTROL) to ANNEX E (SERVICE SUPPORT) to
OPORD 14--23d Arm Div

Reference: Map, Series V762 UNITED STATES, Sheet 4071 (UPTON), Edition 3-AMS,
1:50,000.



(Classification)



★Example H-27. EW Anenx to Division Operation Order (Annex issued as a separate document)

(CLASSIFICATION)

Copy No. _____ of _____ copies
 52d Inf Div (Mech)
 HILZFLECKEN (MA2590), GERMANY
 021800Z June 19__
 RB 52

ANNEX M (ELECTRONIC WARFARE) to OPORD 8

References: Map, Series M520, EUROPE, Sheets 33 and 35 (KASSEL and HALLE), Edition 5, 1:250,000.

Time Zone Used Throughout the Order: ZULU.

1. SITUATION

a. Enemy Forces.

(1) Annex A (Intelligence) to OPORD 8.

(2) Enemy Communications-Electronics Environment. Appendix 1, Enemy Electronic Order of Battle Overlay.

b. Friendly Forces. OPORD 8.

c. Attachments and Detachments. 520th ASA Co(-) with Team A (Countermeasures) of 197th ASA Op Co (A), attached effective 022300 June.

2. MISSION

Conduct EW operations and provide electronic data base in support of the 52d Mech Div in attack to secure Hill 322 (MA1394) and Hill 305 (MA0490).

3. EXECUTION

a. Concept of Operations. EW communications and electronics resources conduct EW activities in support of the division mission:

(1) Rigid frequency control measures will be taken from H-24 hours until H+50 minutes.

(2) Use of wire and messenger communications will be to the maximum from H-10 hours to H-5 minutes to facilitate static defense deception.

(3) Simulative deception will be used by EW Elements, 520th ASA Co, in the area of 1st Bde and 2d Bde to simulate divisional defensive posture to deceive enemy forces from reinforcing in the division area.

(4) The 1st Bde, 2d Bde, and the 201st Armd Cav Regt implement manipulative deception activities as directed by the tactical cover and deception plan (Annex — to OPORD 8) from H-10 hours to H-5 minutes.

(5) Designated communications elements of the 2d Bde will conduct simulative communications deception activities commencing at H-20 minutes against targets outlined in the division tactical cover and deception plan (Annex — to OPORD 8) to simulate the brigade attack across the RHINE River between BINGEN (MA2135) and WORMS (MV9854). Main elements of the brigade will participate with the attacking force.

(6) ECM teams will direct imitative deception from H-5 minutes to H+30 minutes against the enemy reserve elements (believed to be ele-

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(Anx M (EW) to OPORD 8—52d Mech Div)

ments of the Aggressor 46th Mech Div) in an attempt to cause this unit to remain in place.

(7) ECM teams will jam, on order, designated enemy battalion to regiment command communications of the enemy reserve elements.

b. 520th ASA Co:

(1) Deploy two signal collection and jamming platoons in 1st Bde area to conduct jamming operations from H-15 to H+45 minutes against command communications between regiment and battalion of the Aggressor 46th Mech Div. Reference Appendix 2, EW Operations Overlay.

(2) Deploy asignal collection and jamming platoon in 2d Bde area to conduct imitative deception activities on order, from H-15 to H+45 minutes against the Aggressor 12th Regt. Appendix 2, EW Operations Overlay.

c. 1st Bde:***.

d. 2d Bde:***.

e. 1-23d Armd Cav:***.

f. Coordinating Instructions.

(1) EWE provide 520th ASA Co listing of TABOO/PROTECTED/GUARDED frequencies.

(2) 520th ASA Co coordinates on-off control of active ECM with EWE.

(3) 1st Bde and 2d Bde coordinate deception activities with EWE.

(4) 520th ASA Co's positioning of EW weapons will be coordinated with the EWE to preclude disruption of special weapons in div arty operations.

4. SERVICE SUPPORT

Annex K (Service Support) to OPORD 8.

5. COMMAND AND SIGNAL

Annex F (Communications-Electronics) to OPORD 8. SOI, Index 1-2. Acknowledge.

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OFFICIAL:

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Appendixes: 1—Enemy Electronic Order of Battle Overlay (omitted)

2—EW Operations Overlay (omitted)

Distribution: X

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APPENDIX I

ANALYSIS OF THE AREA OF OPERATIONS

Paragraph B-23, contains a general discussion of the analysis of the area of operations, including information pertaining to the preparation and presentation of the analysis. Figure I-1 presents the format for an analysis of the area of operations, including a general description of the content of each element of the form. Example I-1, which follows figure I-1, is an example of an analysis of the area of operations at corps level.

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Issuing section and headquarters¹
 Place
 Date and time

ANALYSIS OF AREA OF OPERATIONS NO_____

References: Maps, charts, or other appropriate documents.

1. PURPOSE AND LIMITING CONSIDERATIONS

a. Purpose. Include delineation of the area being studied.

b. Limiting Considerations. Include a statement of the mission of the command and other considerations that limit the application of the study, such as time, the commander's plan of action, and enemy capabilities.

2. GENERAL DESCRIPTION OF THE AREA

This paragraph is a listing of facts, pertinent to the purpose and limiting considerations of the study, for use as a basis for the succeeding paragraphs.

a. Climatic or Weather Conditions. List or refer to other documents containing, for the period under study, meteorological conditions, to include precipitation, fog, cloud conditions, temperature, relative humidity, light data (including moon phases, moonrise and moonset, beginning and end of nautical and civil twilights), and other data as appropriate. When appropriate, include magnetic phenomena.

b. Terrain. Make maximum use of specially colored maps or overlays to illustrate each of the characteristics below and the effect of predicted weather conditions on them. Under each characteristic include those facts that will assist in subsequent determination of the effects of the characteristic on the use of nuclear weapons, chemical and biological agents, and important devices and equipment in

¹If distributed outside the headquarters, the first line of the heading is the official designation of the issuing command, a message reference number is added, and the ending is appropriately modified.

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Figure I-1. Format for the analysis of the area of operations.

(Classification)

(Short title identification)

implementing courses of action. (Do not include in this subparagraph the interpretation of these effects on possible friendly or enemy courses of action.)

(1) Relief and drainage systems. Configuration of the ground, including slopes for personnel and vehicles and critical relief for equipment dependent on line of site. Configuration and condition of streams, including depth, slope, condition of banks and bottom, and location of crossing sites.

(2) Vegetation. Wooded areas, including location of trees, diameter of trunks, density, crown cover, and undergrowth. Types of natural and cultivated vegetation of non-wooded areas.

(3) Surface materials. Type and distribution of soils and subsoils in the area and soil trafficability. Soil content as it affects induced radiation.

(4) Manmade features. Manmade changes in the topography, including roads, railroads, bridges, tunnels, mines, towns, industrial areas, and fortifications. Include types of construction.

c. Additional Characteristics. The following additional characteristics are considered, as pertinent, in separate subparagraphs: sociology, politics, economics, religion, psychology, and such other characteristics as science, materiel, transportation, manpower, and hydrography. Under each of the characteristics considered, list all facts as they pertain to the area of study and that may influence friendly and enemy courses of action. The degree of coverage required for these characteristics varies with the mission and other aspects of the operational environment. These characteristics are particularly important to theater combat service support units and to all units in cold war situations. They influence, to some degree, the decisions of all commanders and become of increasing importance as the area of interest of a command increases.

3. MILITARY ASPECTS OF THE AREA

In this paragraph, the facts covered in the previous paragraph are analyzed to determine their influence on factors

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Figure I-1—Continued.

(Classification)

(Short title identification)

affecting tactical and combat service support activities that are considered in the development of specific courses of action. The analysis is divided into two parts—tactical aspects and combat service support aspects. The extent of the analysis of each of the two parts depends on the mission, the means available to accomplish the mission, and the possible means the enemy can employ to prevent accomplishment of the mission. In considering the factors under each aspect, include the effects, as appropriate, of and on nuclear fires, chemical and biological agents, and important devices and equipment used in implementing courses of action.

a. Tactical Aspects.

(1) Observation and fire. Indicate graphically or describe the influence of weather, relief, vegetation, surface materials, manmade features, and other pertinent characteristics. Include any marked effects on surveillance devices, equipment based on line of sight, and fire delivery means. Effects on fire include effects on delivery means, fields of fire, and effectiveness of fires. Observation and fire are of concern to combat service support units because they influence rear area protection considerations.

(2) Concealment and cover. Indicate graphically or describe the influence of weather, relief, vegetation, and manmade features. Include, as appropriate, effects of and on nuclear fires, surveillance devices, and chemical and biological agents. The discussion is oriented on protection of friendly and enemy forces and on the effects on other operations, to include use of guerrillas, infiltration and counterinfiltration, tactical cover and deception, counterintelligence, armor, and artillery. This discussion also is oriented on site requirements for combat service support and tactical installations.

(3) Obstacles. Indicate graphically or describe all natural and artificial obstacles and the influence of relief, weather, vegetation, surface materials, and manmade features. Include effects, as appropriate, of and on nuclear fires, chemical and biological agents, and trafficability and accessibility. If of significant influence, indicate the effect of each obstacle on possible friendly

(Classification)

Figure I-1—Continued.

(CLASSIFICATION)**(Short title identification)**

and enemy courses of action. Obstacles and trafficability influence site locations for combat service support units.

(4) Key terrain features. Based on the analysis of observation and fire, concealment and cover, obstacles, and the mission, select the key terrain features. Consider any locality or area the seizure, retention or *control* of which affords a marked advantage to either force. Briefly discuss, in turn, the influence of *each* key terrain feature listed. Discussion is oriented toward subsequent development of friendly and enemy courses of action. Revise as required by the commander's decision and current situation. This discussion may be omitted when the enemy has no capability to secure or to control terrain features that will materially affect the accomplishment of the mission.

(5) Avenues of approach. Based on all previous analyses of the tactical aspects, develop possible avenues of approach. Development of avenues of approach does not consider the dispositions of enemy forces. An avenue of approach must afford some facility of movement and room for adequate dispersion for a force large enough to have a significant effect on the outcome of the operation. When either opposing force has available an adequate number of aircraft that can be used to deploy troops and equipment forward of the battle area and significantly affect accomplishment of the mission, air avenues of approach may be listed. If terrain and weather conditions do not significantly influence choice of flightpaths, air avenues of approach are not listed. Enemy avenues of approach are listed first, followed by a list of friendly avenues of approach into the enemy battle area. When the opposing forces are not in close contact, or when only security forces are in contact, avenues of approach to the battle area for both forces are listed. Each listing of an avenue of approach is accompanied by a brief discussion to provide a basis for subsequent development of possible courses of action by either force. For combat service support units, the discussion of avenues of approach is based on rear area protection requirements.

★(6) Civil-Military Operations. Of particular importance to tactical units when the numbers of civilians in the area control problems and restrict use of firepower. Detailed coverage is required for commands with extensive civil-military operations responsibilities.

b. Combat Service Support Aspects. Analyze the facts listed in paragraph 2 and the subconclusions developed under tactical aspects (a above). Considering the activities listed below, isolate those facts and subconclusions that significantly influence choices of possible courses of action by either the friendly or the enemy force or that require special activities to insure combat effectiveness and adequate support. Omit any activity that is not significantly influenced.

(1) Personnel. Of particular importance when weather and terrain conditions are severe; when the area of operations has a significant population, to include potential labor forces, or when political and economic conditions are unsettled.

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Figure I-1—Continued.

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(2) Logistics. Of particular importance when weather and terrain conditions are severe, when the area of operations imposes additional logistic requirements or has significant resources of military value, or when political and economic conditions are unsettled. Detailed coverage is required for those commands whose mission is logistic support of other units.

★(3) Civil affairs. Of particular importance in limited war, occupation operations, or when extensive civil affairs responsibilities have been assigned to the command. Civil affairs are particularly important to tactical units when the numbers of civilians in the area present control problems and restrict use of firepower. Detailed coverage is required for commands with extensive civil affairs responsibilities.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

This paragraph contains the conclusions reached on the basis of the facts and subconclusions developed in the previous paragraphs. The final conclusions are stated in terms of effects on the general courses of action available to both friendly and enemy forces as indicated below.

a. Effect on Enemy Courses of Action. List, in turn, each significant possible enemy course of action, such as attack; defense; withdrawal; and use of air, armor, nuclear fires, chemical and biological agents, and guerrillas. Accompany each listed course of action (using separate subparagraphs) by a discussion to indicate the characteristics

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Figure I-1—Continued.

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(Short title identification)

of the area favoring or not favoring the course of action. For attack courses of action, indicate the best avenue of approach. For defense courses of action, indicate the best defense areas and the best avenues of approach leading to the defense areas.

b. Effect on Our Courses of Action. Discuss in the same manner as in a above those broad courses of action that will accomplish or facilitate accomplishment of the mission, such as attack or defense and withdrawal (including use of air, armor, nuclear fires, chemical and biological agents, and guerrillas).

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Figure I-1—Continued.

Example I-1. Analysis of Area of Operations, Corps

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Copy No 2 of ____ copies

1st Corps

BARDOI (187438), NESHUMA

111200 June 19____

SB 2

ANALYSIS OF AREA OF OPERATIONS NO 7

Reference: Map, NESHUMA, 1:100,000, BRIGITA.

1. PURPOSE AND LIMITING CONSIDERATIONS

a. Purpose. To analyze the area in the corps zone from vicinity WYLA (2157) northwest to and including and POTAPAWI Canal (***).

b. Mission. Attack 140430 June; secure high ground 2140-2857; deny area south of POTAPAWI Canal to the enemy; protect army east flank.

2. GENERAL DESCRIPTION OF THE AREA

a. Climatic or Weather Conditions.

(1) Climate. Annex A, Climatic Summary.

(2) Weather. Weather forecast, 12-15 June.

(a) Precipitation. None predicted.

(b) Fog. None predicted.

(c) Temperature. From 72° to 85° F.

(d) Wind. Surface winds from the south 5 to 7 knots. Winds aloft for yields of tactical interest about 15 knots from the south.

(e) Cloudiness. None predicted.

(f) Atmospheric pressure. Average about 980 millibars.

(g) Moon. New moon, 19 June.

(h) Light data.

Date	BMNT	BMCT	EECT	EENT	Moonrise	Moonset
12 June	0332	0446	1930	2037	2137	0601
	*	*	*	*	*	*
16 June	0329	0440	1933	2038	2024	0608

b. Terrain.

(1) Relief and drainage systems. Area is drained by the ISHO River (**) on the east and northeast and by the ZOSHA River (**) on the south and southwest. The ridge from Hill 406 (1449) to ROTZ (2234) generally bisects the area. The major spurs of this ridge run generally east and west. The terrain is generally rolling with a series of sharply rising tablelands. The KILRA (**), ISHO, and ZOSHA Rivers and the POTAPAWI Canal are unfordable. The ISHO River north of BRIGITA (**) averages 30 meters wide and 2 meters deep. The ZOSHA River averages 15 meters wide and 2 meters deep. The POTAPAWI Canal has steep banks about 3 meters deep and is about 18 to 22 meters wide at the top of the banks. All other rivers and streams are fordable, varying from 1 to 6 meters wide and about 35 centimeters deep. Annex B, Relief Overlay.

(2) Vegetation. Vegetation consists of growing crops, pasture lands, and wooded areas. Underbrush has been cleared throughout the area. Roads

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(Anal of Area of Op 7—1st Corps)

and streambanks are generally bordered with trees. Small, scattered patches of trees are found in the lowland plains. Annex C, Vegetation Overlay.

(3) Surface materials. Surface material consists primarily of thick, clayey soil, with low sodium content, on a hard limestone base. Above 200-meter elevation, with few exceptions, the soil is capable of supporting heavy wheeled and tracked vehicles. The rains do not seriously affect trafficability. Below 200-meter elevation, and in stream bottoms, the soil is capable of supporting only light tracked or wheeled vehicles moving singly and becomes impassable where the turf has been destroyed or where vehicles travel in column.

(4) Manmade features. The principal roads, north-south through BLIPP (1557) and BARDOI and east-west through BRIGITA and TACO (1451), are hard surfaced and 7 meters wide. The area is covered with an extensive network of secondary roads. All bridges on regularly maintained roads are two-way class 50. Villages consist of closely grouped buildings of brick or stone. Aggressor has constructed extensive field fortifications and artificial obstacles throughout the area that he occupies south of the POTAPAWI Canal. The artificial obstacles, primarily minefields and wire entanglements, are most extensive in the ZOSHA River valley and in the general area 1058-1268. Small coal mines are scattered throughout the area.

c. Sociology.

(1) The area is mostly rural. The farm villages have present populations of fewer than 100 each. The farmers are mostly workers on large farm properties recently confiscated by the Circle Trigon government. The large towns in the area, listed below with present population, are market and mining centers.

				BRIGITA			15,000
*	*	*	*	*	*	*	*

(2) The political and economic instability that preceded the seizure of power by the Circle Trigon Party resulted in lowering of moral standards and breakdown of family control. Petty thievery, pilfering, and bribery are accepted ways of life. Juvenile delinquency by both males and females is common.

d. Economics. The economic instability of NESHUMA and last year's crop failure have resulted in near starvation conditions. Present crops ripen in September. Black-marketing and barter are the major types of trade. Aggressor ration controls are ineffective because there is little food or goods to be obtained through regular trade channels.

e. Psychology.

(1) The local population consists mostly of semi-illiterate farmers and miners who are highly responsive to verbal and pictorial mediums appealing to their love of earth and country. They are distrustful of strangers and quick to violent anger when property is apparently needlessly destroyed.

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(Anal of Area of Op 7—1st Corps)

(2) Except for a fanatic core of Circle Trigon officials, the local population is hostile to the Circle Trigon regime. This hatred has been fed by the ruthless land confiscation of the regime and the civilian labor impressment policies of the Aggressor forces. The local population expects the UN forces to restore farm property immediately to their original owners.

3. MILITARY ASPECTS OF THE AREA

a. Tactical Aspects.

(1) Observation and fire.

(a) Weather conditions. Weather permits good air and ground observation. Continued dry weather will increase dust clouds caused by nuclear weapons and reduce observation for a significant period in nuclear target areas. Weather favors our use of smoke but not Aggressor's.

(b) Relief. From the Aggressor-held high ground, observation over approaches into his position is excellent. The Aggressor-held hills west of the KILRA and ISHO Rivers dominate the western part of the area. High ground vicinity Hill 408 (1342) gives Aggressor excellent observation to the southwest, west, and north. The corps objective, with the spur extending south, gives Aggressor excellent observation over all approaches leading directly to it. Fields of fire for flat-trajectory weapons are generally short and good, and excellent in valley bottoms and from the military crests of open hilltops. The excellent fields of fire on the southern slopes of DANKO Woods Ridge (***) and Hill 406 and from the southern slopes of the corps objective favor Aggressor defense. Long-range fields of fire to the north from DANKO Woods Ridge favor our attack after we have gained this area. Fields of fire for high-angle weapons are good throughout the area.

(c) Vegetation. In wooded areas, fields of fire for flat-trajectory weapons are restricted to trails and roads. Vegetation restricts ground-level observation. Forest fire smoke clouds will reduce observation throughout the area.

(d) Manmade features. Village church steeples are high enough to serve as excellent observation points.

(2) Concealment and cover.

(a) Relief. The rolling terrain affords partial cover and concealment from ground observation. The rolling terrain and numerous folds in the ground will provide some protection from thermal effects of nuclear bursts.

(b) Vegetation. IVAR Forest (1863) offers excellent concealment for large units. Woods throughout the area afford some protection from thermal effects because thick deciduous cover is in full leaf.

(c) Manmade features. Buildings in the area offer some cover from small-arms fire and shell fragments but do not provide protection from blast to any significant degree.

(3) Obstacles.

(a) Relief. Terrain favors Aggressor use of persistent toxic chemical agents in the valley forward of his present position. Drainage

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(Anal of Area of Op-7—1st Corps)

system consists of KILRA, ISHO, and ZOSHA Rivers and POTAPAWI Canal.

(b) Vegetation. Woods, especially the IVAR Forest, will become obstacles in the event of a blowdown or if set afire and will favor use of persistent toxic chemical agents. Cultivated areas will limit wheeled vehicles.

(c) Surface materials. In stream bottoms and below 200-meter elevation, the wet soil will magnify the cratering effects of subsurface nuclear bursts and will not support off-road vehicular traffic except for movement of a single light vehicles.

(d) Manmade features. Extensive artificial obstacles, consisting of minefields and wire, are located on the west flank and in the area 1355-1657. These obstacles hinder movements and limit use of avenues of approach in these areas. Except for BRIGITA, buildings and villages do not present any significant obstacles even if destroyed by blast.

(4) Key terrain features.

(a) GRILLVAR Hill mass (2041). This terrain feature controls the avenues of approach in the western part of the corps zone and is key terrain. If our plan of attack calls for a main effort in this area, we must progress south of it to insure success of the main effort.

(b) Hill 390 (1310) and Hill 421 (1820). If the enemy attacks before we do and secures or controls either or both of these hill masses, this will prevent, or at least seriously hinder, the launching of the corps attack.

(c) TNOMYEH-NAOJ Ridge (***). This ridge controls the area immediately south of the POTAPAWI Canal and all major crossings over the canal. Our mission cannot accomplish without securing terrain.

* * * * *

(5) Avenues of approach.

(a) Available to Aggressor into our position.

1. Axis IRVE (2358)—OLIRI (1832)—Hill 390. This approach is wide enough for at least two regiments with adequate dispersion. It leads almost directly to a key terrain feature, crosses few obstacles, has good trafficability and a fair road net.

* * * * *

(b) Available to us into Aggressor's position.

1. Axis Hill 398 (1138)—ALEXO (2042)—THOMYEH-NAOJ Ridge. This approach is wide enough for at least one infantry division with adequate dispersion. It is a valley approach until ALEXO. The valley floor in the vicinity of ALEXO is partially blocked with minefields. When ALEXO is reached, high ground is retained all the way to the corps objective. The road net is excellent and there are no trafficability problems.

* * * * *

b. Combat Service Support Aspects.

(1) Personnel. Sociological characteristics adversely affect discipline, law and order, use of civilian labor, and security of installations.

(2) Logistics. Sociological characteristics adversely affect security of

(CLASSIFICATION)

(CLASSIFICATION)

(Anal of Area of Op-7—1st Corps)

supply installations. Economic characteristics may impose additional logistics burdens. Mining areas may be sources of construction equipment and materiel.

★c. Civil-Military Operations. Political, sociological, economic, and psychological characteristics create problems in control of civilians to prevent interference with operations and to maintain security. Distribution of instructions to civilians will require special measures.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

a. Effect on Enemy Courses of Action.

(1) Effect on enemy defense.

(a) Aggressor-held terrain favors defense in depth to the corps objective, with main defenses in the GRILLVAR Hill and TNOMYEH-NAOJ Ridge areas. Aggressor has excellent observation over all avenues of approach, and his flanks are protected by the rivers on the east and by the river and artificial obstacles on the west. The best avenues of approach to these areas are ***.

(b) The excellent visibility permits Aggressor to make maximum use of his supporting fires.

(2) Effect on enemy attack.

(a) Aggressor's best avenue of approach is the axis IRVE—OLIRI—Hill 390.

(b) Excellent visibility limits unobserved Aggressor movements toward our positions except during darkness. Lack of precipitation favors cross-country mobility.

(3) Effect on enemy air. Weather favors the Aggressor use of air. Terrain favors Aggressor use of air-delivered nuclear weapons as long as he controls DANKO Woods Ridge.

(4) Effect on enemy use of nuclear weapons. Weather favors use of nuclear weapons. Effective winds do not favor use of fallout from nuclear weapons.

(5) Effect on enemy use of chemical operations. Weather conditions do not favor use of toxic chemical agents. Terrain favors use of persistent toxic chemical agents in the valley forward of his present defensive position. Extensive wooded areas also favor use of persistent toxic chemical agents.

b. Effect on Our Courses of Action.

(1) Our best avenue of approach is axis Hill 398—ALEXO—TNO-MYEH-NAOJ Ridge.

(2) Weather and terrain do not favor our attack. They restrict our ability to maneuver toward the Aggressor positions without being observed except during darkness. The lack of precipitation favors cross-country mobility except below 200-meter elevation.

(CLASSIFICATION)

(Classification)

(Anal of Area of Op 7—1st Corps)

(3) Weather favors our use of nuclear weapons. The rolling terrain and the numerous folds provide some protection from thermal effects of nuclear bursts. Wooded areas are dry and easily set on fire. Soil composition does not favor the production of high intensities of induced contamination. Winds aloft favor our use of fallout from nuclear weapons.

(4) Weather conditions favor our use of toxic chemical agents.
Acknowledge.

BOLTON

MG

Annexes: A—Climatic Summary (omitted)

B—Relief Overlay (omitted)

C—Vegetation Overlay (omitted)

Distribution:

OFFICIAL:

/s/Seabrook

SEABROOK

G2

(Classification)



APPENDIX J

STAFF RECORDS AND REPORTS

(STANAG 2020, STANAG 2022, and STANAG 2029)

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Section I. RECORDS **Example J-1. Staff Section Journal.**

(Classification)

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG (AR 220-15)					PAGE NO 1		NO OF PAGES 2	
ORGANIZATION OR INSTALLATION			LOCATION		PERIOD COVERED			
G1 Section HQ, 20th Inf Div			IMPISHI, IRAQ		FROM		TO	
					HR	DATE	HR	DATE
					0001	21 Nov 19__	2400	21 Nov 19__
ITEM NO	TIME		INCIDENTS, MESSAGES, ORDERS, ETC			ACTION TAKEN		INITIALS
	IN	OUT						
*	*		* * *			* *		
6		0710	G1--To stf meeting. Returned 0730.					
7	0730		JA--Submitted rept on courts-martial cases tried during the past week.			S--F		
8		0738	G4--CofS approved req to employ 100 civ in cbt svc spt units in div rear area.			S		
9	0750		G1, 30th Army--Div quota of 250 spaces at theater lv fac for Dec.			S--T		
*	*		* * *			* *		
11	0900		AG--100 repl rec yesterday and 200 repl are expected today.			G3--CofS		
12	1016		PM--Submitted rept on stragglers redirected during past week.			S--F		
13	1047		CG--No civ will be employed fwd of the DISCOM area.			S--T		
14	1130		G1, 1st Corps--Stf visit concerning various G1 matters.					
*	*		* * *			* *		
21	1500		G1, 1st Corps--New loc of fwd repl bn.			M--S--T		
22	1600		CofS--Div comdr announced that all off commissioned through battlefield appointment will be asg to their present bn and may be asg to their present co when vacancy exists.			S--T		
23	1700		AG--A large number of the 100 repl rec yesterday arrived with equip shortages.			G3, G4, CofS G1, 1st Corps		
*	*		* * *			* *		
LEGEND								
M--Situation map.								
S--Staff distribution.								
T--Distribution to troops.								
F--File.								
TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY						SIGNATURE		

DA FORM 1594
1 NOV 52

PREVIOUS EDITION OF THIS FORM IS OBSOLETE.

U S GOVERNMENT PRINTING OFFICE 1962 O-564154

(Classification)

Example J-2. Staff Section Workbook

(Classification) INTELLIGENCE (G2) WORKBOOK FROM: _____ (hour and date) TO: _____ (hour and date) HEADQUARTERS: _____ PLACE: _____ NOTE 1. Numbers on tabs refer to paragraphs in periodic intelligence report. NOTE 2. The classification is stamped at the top and bottom of each page.	2a Armor	2a Artillery
	2b Air	
	2c and d Other	
	2e Nuclear	
	2e NBC	
	2f and g Other Activity (new tactics, electronic warfare, new obstacles and barriers, admin activities)	
	3a New unit identifications	
	3a New personalities	
	3a Enemy movements	
	3b Enemy KIA, WIA	
3b Enemy equipment destroyed, captured		
3b PW		
4 Counterintelligence		
5 Weather		
6 Terrain		
7a and b Enemy capabilities and vulnerabilities		
7c Conclusions		
8-2124		

(Classification)

Section II. PERIODIC REPORTS (TACTICAL COMMANDS)

(Classification)

(Omit paragraphs and subparagraphs not applicable.)

Issuing headquarters

Place of issue

(May be in code)

Date-time group

(to include month and year)

Periodic Personnel Report to _____

Period covered: (date and time to date and time).

References: Maps (country, scale, and sheet numbers of maps) or charts.

Disposal instructions: (if any; e.g., DESTROY WITHIN 48 HOURS OF RECEIPT).

1. MAINTENANCE OF UNIT STRENGTHS

a. Strengths. Authorized and assigned strengths at close of period and location of units (assigned and attached units listed separately). Gains during period: replacements, hospital returnees, and others. Losses during period: battle and nonbattle losses; losses of key officer and enlisted personnel.

b. Replacements. Requisitions outstanding; qualifications and status of replacements.

2. PERSONNEL MANAGEMENT

a. Military Personnel. Discussion of any unusual situations or problems concerning classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, rotation, and management of personnel as individuals.

b. Civilian Personnel. Numbers and uses of civilians employed by unit.

c. Prisoners of War. Numbers of prisoners of war captured during period (listed by capturing unit) and comments on any unusual events or conditions.

d. Civilian Internees. Number, disposition, unusual events or conditions.

3. DEVELOPMENT AND MAINTENANCE OF MORALE

a. Morale and Personnel Services. Concise statement of status of morale in units, including factors contributing toward good and poor morale conditions; tabulation of personnel visiting leave centers and personnel receiving awards and decorations; and summary of other personnel services provided.

b. Graves Registration. Burials completed and dead awaiting burial (own and enemy); numbers of dead, including identified and unidentified; and location of cemeteries and burial sites.

(Classification)

Figure J-1. Periodic personnel report format.

(Classification)

(Short title identification)

4. HEALTH SERVICES

a. Evacuation. Injured, sick, and wounded personnel: on hand at start of period; received from supported units; received from own units; evacuated by air, rail, water, and road; returned to duty; died; on hand at end of period awaiting evacuation by air, rail, water, and road. Include data on allied, civilian, and prisoner-of-war patients when appropriate.

b. Hospitalization. Show beds authorized, assigned, and in operation; bed credits authorized and in use (based on the capability of clearing stations and mobile army surgical hospitals operating in support of the command).

5. MAINTENANCE OF DISCIPLINE, LAW AND ORDER

Military discipline, military justice, comments on straggling, and any usual problems concerning law and order.

6. HEADQUARTERS MANAGEMENT

Displacements, standards of shelter throughout the area, and use by the headquarters of private and nonmilitary public buildings.

7. MISCELLANEOUS

Important engagements participated in and names of individuals distinguishing themselves in such engagements. Add (as an annex) photographs of personnel and important scenes or events bearing on personnel activities.

Commander

Annexes

(Classification)

Figure J-1—Continued.

Example J-3. Periodic Personnel Report, Infantry Division

(Classification)

20th Inf Div
 OJWAKE (6545), JAPAN
 061300 Jul 19__

Periodic Personnel Report No 18

Period covered: 281800 Jun to 051800 Jul 19__.

Reference: Map, JAPAN, 1:50,000, CHITOSE—IWAMIZAWA.

1. MAINTENANCE OF UNIT STRENGTHS

a. Strengths.

(1) Authorized and assigned strengths.

(a) Assigned units.

Unit	Loca- tion	Authorized strength				Assigned strength			
		Off	WO	EM	Agg	Off	WO	EM	Agg
HHC/20th Inf Div	XM6545	42	0	95	137	40	0	89	129
HHC/1st Bde	***	23	6	94	123	20	3	89	112
*	*	*	*	*	*	*	*	*	*
1-66 Inf	***	37	2	791	830	35	1	782	818
*	*	*	*	*	*	*	*	*	*
1-71 Inf	***	37	2	791	830	36	1	780	817
*	*	*	*	*	*	*	*	*	*
1-1 Armor	***	34	3	538	575	32	2	530	564
*	*	*	*	*	*	*	*	*	*
1-21 Cav	***	***	***	***	***	***	***	***	***
HHC/20th Inf Div	***	***	***	***	***	***	***	***	***
Arty									
1-45 Arty	***	***	***	***	***	***	***	***	***
20th Avn	***	***	***	***	***	***	***	***	***
HHC and Band/20th									
DISCOM	***	***	***	***	***	***	***	***	***
*	*	*	*	*	*	*	*	*	*
20th Maint	***	29	14	648	691	26	13	601	640
Total		1,036	117	14,437	15,590	1,000	100	13,900	14,445

(Pd Pers Rept 18—20th Inf Div)

(b) Attached units.

Unit	Loca- tion	Authorized strength				Assigned strength			
		Off	WO	EM	Agg	Off	WO	EM	Agg
CA plat	XM6636	10	0	32	42	10	0	32	42
MID	***	***	***	***	***	***	***	***	***
2-241 Armor	***	***	***	***	***	***	***	***	***
Total		***	***	***	***	***	***	***	***

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

(2) Gains during period.

(a) Assigned units.

Arm or service	Replacements			Hospital Returnees			Others		
	Off	WO	EM	Off	WO	EM	Off	WO	EM
Inf	39	0	380	14	1	135	0	0	14
Arty	7	0	82	2	0	27	0	0	7
Armor	***	***	***	***	***	***	***	***	***
Engr	***	***	***	***	***	***	***	***	***
QM	***	***	***	***	***	***	***	***	***
Ord	***	***	***	***	***	***	***	***	***
MP	***	***	***	***	***	***	***	***	***
Trans	***	***	***	***	***	***	***	***	***
Total	48	0	525	19	1	188	0	0	26

(b) Attached units. None.

(3) Losses during period.

(a) Assigned units.

1. Battle losses.

		Number of losses		
		Off	WO	EM
(a) Killed in action		17	0	212
(b) Died of wounds or injuries received in action		***	***	***
(c) Wounded or injuries in action		***	***	***
(d) Missing in action		***	***	***
(e) Captured		***	***	***
Total		***	***	***

2. Nonbattle losses.

		Number of losses		
		Off	WO	EM
(a) Disease		9	2	280
(b) Injuries not resulting from enemy action		***	***	***
(c) Nonbattle dead		***	***	***
(d) Nonbattle missing		***	***	***
Total		***	***	***

3. Administrative losses.

		Number of losses		
		Off	WO	EM
(a) Transfer		***	***	***
(b) Rotation		***	***	***
(c) Other		***	***	***
Total		***	***	***

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

4. Key personnel losses during period.

<i>Name</i>	<i>Rank</i>	<i>Position occupied</i>	<i>Nature of loss</i>
James A. Brown	COL	CO, 1st Bde/20th Inf Div	KIA

(b) Attached units.

1. Battle losses.

	Number of losses		
	Off	WO	EM
(a) Killed in action	1	0	6
(b) Died of wounds or injuries received in action	***	***	***
(c) Wounded or injuries in action	***	***	***
(d) Missing in action	***	***	***
(e) Captured	***	***	***
Total	***	***	***

2. Nonbattle losses.

	Number of losses		
	Off	WO	EM
(a) Disease	***	***	***
(b) Injuries not resulting from enemy action	***	***	***
(c) Nonbattle dead	***	***	***
(d) Nonbattle missing	***	***	***
Total	***	***	***

3. Administrative losses. None.

4. Key personnel losses during period. None.

b. Replacements.

(1) Requisitions outstanding. Requisitions for 36 officers, 17 warrant officers, and 1,145 enlisted men were outstanding at the close of the period.

(2) Comments. Officer and enlisted replacements received during this period possess the necessary physical and technical qualifications. Replacements necessary to keep units up to authorized strength have not been received.

2. PERSONNEL MANAGEMENT

a. Military Personnel.

(1) Personnel who have been certified by medical officers as unfit for combat or combat support continue to be returned to the division. Tactical units have absorbed as many of these returnees as possible; others have been reassigned to service units within the division. The division has reached its saturation point in this regard. It is urgently recommended that physically unfit personnel not be returned to their units within the division.

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

(2) Officer promotion and appointment.

(a) MAJ to LTC	1
(b) CPT to MAJ	2
(c) 1LT to CPT	11
(d) 2LT to 1LT	19
(e) Battlefield appointment	1

Total 34

(3) Two officers have been relieved from duty for inefficiency.

b. Civilian Personnel. The division has employed an average of 200 indigenous personnel for general labor on road construction and similar projects.

c. Prisoners of War.

(1) Enemy captured during period.

	Off	WO	EM
(a) 1-66 Inf	5	0	136
(b) 1-67 Inf	***	***	***
(c) 1-70 Inf	***	***	***
(d) 1-1 Armor	***	***	***
(e) 1-21 Cav	***	***	***
(e) 1-21 Cav	***	***	***
(f) 2-241 Armor	***	***	***
Total	42	2	945

(2) Comments. During the period 2-4 July, no prisoners of war were evacuated by army. This placed a burden on the division.

3. DEVELOPMENT AND MAINTENANCE OF MORALE

a. Morale and Personnel Services.

(1) Morale is excellent in all units except the 1-66 Inf. Assignment of recently arrived, experienced company commanders to this unit should improve its condition.

(2) Personnel visiting 30th Army leave center.

Off	WO	EM
6	1	173

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

(3) Decorations awarded.

(a) Recapitulation.

Unit	DSC	Silver Star	Bronze Star	Purple Heart
HQ, 1st Bde	1	1	0	0
HQ, 2d Bde	***	***	***	***
HQ, 3d Bde	***	***	***	***
1-66 Inf	1	2	0	10
1-67 Inf	***	***	***	***
1-68 Inf	***	***	***	***
1-69 Inf	***	***	***	***
1-70 Inf	***	***	***	***
1-71 Inf	***	***	***	***
1-72 Inf	***	***	***	***
1-1 Armor	***	2	3	5
1-2 Armor	***	***	***	***
1-21 Cav	***	3	0	3
Div Arty	***	***	***	***
20th Sig	***	***	***	***
20th Engr	***	***	***	***
Total	***	***	***	***

(b) Individual names. Annex A, Decorations.

(4) Postal services have improved since last reporting period and are now satisfying all requirements adequately.

(5) Bath, laundry, and clothing exchange service has been adequate. However, the tactical situation has prevented 2d Bde from using the services during the reporting period.

b. Graves Registration.

(1) Recapitulation by unit.

<u>Unit</u>	<u>Off</u>	<u>WO</u>	<u>EM</u>
1-66 Inf	4	0	47
1-67 Inf	2	0	34
1-69 Inf	3	0	26
1-70 Inf	2	0	18
1-71 Inf	3	0	13
1-1 Armor	0	0	19
1-45 Arty	1	0	1
1-49 Arty	1	0	3
1-21 Cav	2	0	9
20th S&T	0	0	1
2-241 Armor	1	0	7
Total	19	0	178

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

(2) Individual names of deceased. Annex B, Burials.

4. HEALTH SERVICES

a. General. Medical facilities have been adequate for the reporting period.

b. Evacuation.

On hand start of period	187
Received during period	314

Total	501
-------	-----

Evacuated during period:

Air	127
Rail	0
Highway	193
Died	12

Total	332
-------	-----

On hand end of period	169
-----------------------	-----

c. Hospitalization.

Hospital beds	200
In operation	200
Occupied	169
Vacant	31

5. MAINTENANCE OF DISCIPLINE, LAW AND ORDER

a. Discipline,

	Off	WO	EM
(1) Absent without leave	0	0	10
(2) Desertion	0	0	2
(3) Looting	0	0	0
(4) Self-inflicted wounds	0	0	3
(5) Other	1	0	8
Total	1	0	23

b. Military Justice.

(1) Courts-martial.

	Off	WO	EM
(a) General	0	0	1
(b) Special	0	0	3
(c) Summary	0	0	8
Total	0	0	12

(Classification)

(Pd Pers Rept 18—20th Inf Div)

(Classification)

(2) Charges preferred.	Off	WO	EM
(a) General	0	0	0
(b) Special	0	0	4
(c) Summary	0	0	3
Total	0	0	7

c. Comments.

(1) There has been an increase in abuse of civilian property during the period. Strict disciplinary action is being taken.

(2) Prevention and control of straggling were improved during operations at the end of the period.

6. HEADQUARTERS MANAGEMENT

CP displaced three times, rear echelon once.

7. MISCELLANEOUS

During the period 28 June-1 July, the division was in corps reserve.

During the period 2-5 July, the division has been attacking.

KAYHE

MG

Annexes: A—Decorations (omitted)

B—Burials (omitted)

Distribution: (omitted)

OFFICIAL:

/s/Zecca

ZECCA

G1

(Classification)

(Classification)

Copy No _____
 Unit
 Location
 Date-time group
 Message reference number

PERINTREP No _____

Period covered: (date and time to date and time).

References: Maps or charts.

Disposal instructions: (if any).

1. GENERAL ENEMY SITUATION

This paragraph contains a brief summary of enemy operations during the period. Amplifying details are furnished in the paragraphs that follow and in appropriate annexes, or both. This paragraph provides a quick briefing on the highlights of the enemy situation and the significance of the enemy's major activities, to include marked changes in morale, strengths, dispositions, tactics, combat effectiveness, and equipment. Data that are lengthy or can conveniently be shown graphically are presented in annexes.

2. ENEMY ACTIVITIES

This paragraph, in conjunction with those following, provides the details of the situation summarized in paragraph 1. Detailed intelligence provided in this paragraph covers all operational activities. Information may be presented graphically by overlays, printed maps, sketch maps, and annexes. Subparagraphs are omitted when appropriate intelligence is not available or is adequately covered by other portions of this report.

a. Ground. (Primarily includes activities of combat arms, reserves, and reinforcements; includes enemy defenses, minefields, fortifications, barriers, obstacles, and other defensive works.)

b. Air. (Includes Air Force activities, such as bombing, close air support, and tactical air reconnaissance; air surveillance, and air-supported operations.)

c. Airborne.

d. Irregular.

e. Nuclear, Biological, or Chemical Operations.

f. Electronic Warfare.

g. Other. (Normally includes other than combat arms; includes appropriate comments not covered in other paragraphs on reserves, reinforcements, new tactics, weapons and equipment, administrative installations, and combat service support. Also includes appropriate technical intelligence.)

(Classification)

Figure J-2. Periodic intelligence report (PERINTREP) format.

(Classification)

(Short title identification)

3. ORDER OF BATTLE

Frequently, this paragraph will consist only of references to the enemy situation map (or overlay) and to the order of battle annex, which is developed using the format shown below. When desired by the commander, particularly significant order of battle changes may be summarized in this paragraph in addition to being discussed in detail in the order of battle annex.

- a. Composition and Disposition.
- b. Strength. (Personnel and major weapons and items of equipment.)
 - (1) Losses.
 - (2) Current strength.
- c. Tactics.
- d. Training.
- e. Combat Service Support.
- f. Combat Effectiveness.
- g. Miscellaneous Data.

4. COUNTERINTELLIGENCE

This paragraph, or parts thereof, should be issued as an annex if a limited distribution is required.

- a. General. (A short summary of the counterintelligence situation during the period.)
- b. Espionage.
- c. Sabotage.
- d. Subversion.
- e. Communications and Noncommunications Security.
- f. Miscellaneous.

5. WEATHER

This paragraph gives a summary of the effect of weather on operations during the period.

6. TERRAIN

Use an annex, special maps, and overlays when possible. Include impact on future operations, if appropriate.

7. ANALYSIS AND DISCUSSION

This paragraph lists and discusses briefly enemy capabilities and vulnerabilities. The conclusions present the commander's assessment of the most probable courses of action available to the enemy in order of probability of adoption and vulnerabilities that are exploitable by own, higher, or lower echelons.

- a. Enemy Capabilities.
- b. Enemy Vulnerabilities.
- c. Conclusions.

Acknowledge.

Signature Block

(Classification)

Figure J-2—Continued.

(Classification)

(Short title identification)

(Signature Block)

Acknowledge.

Annexes: (Any intelligence document may be distributed as an annex to a PERINTREP. Although annexes are a means of distributing detailed intelligence and information, care is exercised to avoid unnecessary bulk and duplication.)

Distribution:

Authentication:

(Classification)

Figure J-2—Continued.

Example J-4. Periodic Intelligence Report (PERINTREP), Corps
 Copy No 26 of _____ copies
 1st Corps
 WHAMBO (CT5221), KOREA
 250200 February 19____
 CB 136

(Classification)

PERINTREP No 50

Period covered: 240001-242400 February 19____.

Reference: AMS L552 KOREA, 1:250,000.

Disposal instructions: Units below division echelon destroy within 48 hours of receipt.

1. GENERAL ENEMY SITUATION

Enemy resistance intensified during our attack. Aggressor launched several counterattacks to include the recapture of *** at 0700 by a force estimated at two rifle battalions supported by 10 tanks and an estimated 1-Kt high-airburst nuclear weapon delivered at 0645 hours at ***. An attack in battalion strength was defeated in Aggressor's attempt to regain ***. Defensive construction north of *** River continues. Extensive minefields and antitank ditches are being constructed along the line *** where wired-in entrenchments and emplaced antitank weapons already exist. The unidentified tank division vicinity *** has started to displace to dispersal areas vicinity ***. Annex A, Enemy Situation. Annex B, Potential Nuclear Targets.

2. ENEMY ACTIVITIES

a. Ground.

(1) Armor. Ten tanks supported the attack in two-battalion strength in recapturing ***. No other tank action reported during the period.

(PERINTREP 50—1st Corps)

(2) Artillery. Light harassing artillery fire was reported near Hill *** prior to 1400. During the remainder of the period, the firing increased in this area in support of a counterattack. The greatest number of enemy artillery missions occurred near *** in support of the attack on *** and its subsequent defense.

* * * * *

(6) Engineer. Bridges along Highway *** at *** are reported ready for demolitions. New minefields are located south of ***. PW state that greatly increased mine-laying activity is in progress north of *** near ***. Appendix 1, Overlay, to Annex A, Enemy Situation.

b. Air. Fifteen medium bombers attacked our rear area supply installations at 2315. A gas dump at *** was ignited and 12 vehicles destroyed in a motor park near ***. Enemy increased air-ground support during the afternoon by bombing and strafing in grid squares ***.

(Classification)

(PERINTREP 50—1st Corps)

(Classification)

c. Nuclear, Biological, or Chemical Operations. The 1-KT high-air-burst nuclear weapon fired at 0645 hours at *** was delivered by undetermined means. This was the first nuclear weapon delivered in the corps area in the last 3 days. *** Annex B, Potential Nuclear Targets. Location of nuclear delivery means is shown on Appendix 1 to Annex A.

3. ORDER OF BATTLE

a. Composition and Disposition. Recent intelligence indicates enemy 40th Tk Div to be attached to 2d Comb Arms Army effective 2 March.

b. Tactics. Captured enemy documents disclosed a high degree of emphasis on a new tactical doctrine employing coordinated tank-infantry teams in the counterattack. Annex C, Order of Battle.

4. COUNTERINTELLIGENCE

a. General. There was no marked change in the counterintelligence situation during the period. Use of female agents was reported, and emphasis on location of nuclear warhead storage sites continued. Extensive use was made of artillery-delivered propaganda.

b. Espionage. A female Aggressor agent was captured at ***. The agent confessed that her mission was to locate nuclear warhead storage sites and that there were many other agents in the area with this same mission.

c. Sabotage. Censorship of civilian mail revealed a strong subversive element among transportation workers in the city of *** and contemplated sabotage of rail facilities there.

d. Miscellaneous. Aggressor fired about 200 shells containing propaganda leaflets all along the corps front. The leaflets stressed the futility of attacking *** in view of Aggressor's capabilities and promised safe passage of lines for all who would surrender.

5. WEATHER

Annex D, Weather Summary.

6. TERRAIN

Annex E, Special Terrain Study.

7. ANALYSIS AND DISCUSSION

a. Enemy Capabilities. Enemy can—

(1) Continue to defend in place with three mechanized divisions supported by estimated 24 artillery battalions and four antitank battalions.

* * * * *

(5) Employ within the corps area five to 20 nuclear weapons per month with probable yields of 50 KT or less, employing all available delivery means.

b. Enemy Vulnerabilities.

(1) West flank from *** to *** is open to envelopment.

* * * * *

c. Conclusions. Aggressor will continue to defend in present position pending reinforcement by 40th Tk Div, at which time he will initiate a general offensive with main attack directed vicinity ***.

(Classification)

(PERINTREP 50—1st Corps)

(Classification)

Acknowledge.

UNGER

MG

Annexes: A—Enemy Situation with Appendix 1, Overlay (omitted)

B—Potential Nuclear Targets (omitted)

C—Order of Battle (omitted)

D—Weather Summary (omitted)

E—Special Terrain Study (omitted)

Distribution: A

OFFICIAL:

/s/Forsyth

FORSYTH

G2

(Classification)

(Classification)

(Omit paragraphs not applicable.)

Copy No _____

Unit

Location

Date-time group

Message reference number

Periodic Operation Report No _____

Period covered: (date and time to date and time).

References: Maps (country, scale, and sheet numbers of maps).

Disposal instructions: (if any; e.g., DESTROY WITHIN 48 HOURS OF RECEIPT).

1. OWN SITUATION AT END OF PERIOD

A statement of the situation as it existed at the end of the period, to include any special conditions that should be brought to the attention of higher headquarters, the location of major troop units, and pertinent activities of each. As much detail as possible is indicated graphically on a situation overlay or map attached as an annex.

2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS

Any information relative to activities of adjacent and supporting units during the period that are of importance to the operations of the command, to include operations of air, naval, and ground units.

3. OWN OPERATIONS FOR THE PERIOD

A resume of the operations that have been carried out by the major subordinate combat units of the command arranged in order of combined arms commands, infantry, armor, artillery, combat support, others. Include any activities of operational importance and movements of units. Details, as appropriate, may be shown on situation overlay or map attached as an annex.

4. COMBAT EFFICIENCY

A statement of the combat efficiency of the command, to include any pertinent changes during the period. Consideration, as appropriate, will be given to morale, strength, status of training, status of health, status of supplies and equipment, and length of time units have been in contact.

5. RESULTS OF OPERATIONS

A statement of the results of operations conducted by the command, as a whole, and by major subordinate combat units, as appropriate, to include any specific results that would have an effect on the assignment of future missions to the command, as a whole, or by the command to subordinate combat units. Any details of successes or failures of interest to the next higher command will be included.

(Classification)

Figure J-3. Periodic operation report format.

(Short title identification)

(Classification)

6. MISCELLANEOUS

Details not appropriate to above paragraphs, such as weather, road conditions of importance, and any other factors that have had a bearing on operations of the command.

Acknowledge.

Commander

Annexes:

Distribution:

Authentication:

(Classification)

Figure J-3—Continued.

Example J-5. Periodic Operation Report, Armored Division

(Classification)

Copy No 3 of _____ copies

23d Armd Div

WORMS (57718865), GERMANY

190100 Dec 19____

MX 57

Periodic Operation Report No 17

Period covered: 180001 to 182400 Dec 19__.

Reference: Map, GERMANY, 1:100,000, MANNHEIM—KARLSRUHE.

1. OWN SITUATION AT END OF PERIOD

Annex A, Sit Overlay.

2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS

Air atk delivered on en pos north of HEIDELBERG between 0600 and 0630.

3. OWN OPERATIONS FOR THE PERIOD

a. Combined Arms Commands.

(1) 1st Bde secured bridges intact over NECKAR vic WEINHEIM.

(2) 2d Bde secured crossings over NECKAR vic NEU WALDORF.

(3) 3d Bde, Div Res, moved from vic KIRCHHEIM to assy area near SANHOFEN.

b. Reconnaissance. 1-22 Cav protected div south flank.

c. Artillery.

(1) FA: All bn spt atk. One 2-KT nuclear weapon fired by A/1-54 Arty in spt of 2d Bde.

(2) ADA: 1-440 Arty (C/V) protected bridges over RHINE.

d. Engineers. 23d Engr improved crossings over the RHINE and maintained MSR to KAISERSLAUTERN.

4. COMBAT EFFICIENCY

Div str 87 percent; casualties: 1st Bde, 2 percent; 2d Bde, 5 percent. Morale excellent. Combat efficiency, excellent.

5. RESULTS OF OPERATIONS

Div atk at 0630, crossed NECKAR, and is now dspo as shown in Annex A, Sit Overlay. Prep to cont atk on HEIDELBERG at 190650 Dec.

6. MISCELLANEOUS

a. Weather. Snow and sleet from 0400 to 0600 had little effect on operation. Cold and cloudy.

b. Canals and swamps in RHINE and NECKAR Valleys delayed div progress temporarily.

Acknowledge.

JOHNSON

MG

Annexes: A—Sit Overlay (omitted)

Distribution: A

OFFICIAL:

/s/Gaustad

GAUSTAD

G3

(Classification)

(Classification)

(Omit subparagraphs not applicable. This report may include important items of information relative to anticipated activities besides those concerning the period covered. Arrange data in tabular form whenever possible.) .

Copy No.____
Unit
Location
Date-time group
Reference number

Periodic Logistic Report No.____

Period covered: (date and time to date and time).

References: Maps (country, scale, and sheet numbers) or charts.

Disposal instructions: (if any; e.g., DESTROY WITHIN 48 HOURS OF RECEIPT).

1. LOGISTIC SITUATION AT END OF PERIOD .

Locations of boundaries, installations, trains, and troops pertaining to supply, evacuation, transportation, service, and miscellaneous operations. (Indicate on map or overlay where possible.)

2. SUPPLY

a. Supported Strength. Average strength supported during period, including military personnel, prisoners of war, and civilians.

b. Status of supply. Show status of each item of supply that is critical or of particular importance at the time.

c. Local Procurement. For each service and procurement area, show quantity and value (indicate whether actual or estimated) of materiel procured locally. .

d. Miscellaneous. Excess, salvage, captured materiel; supplies and special supplies, such as forms and publications, exchange items, civil affairs supplies, and special services supplies. Include applicable information as in b above.

3. SERVICE

a. Transportation. For each pertinent item, outline briefly the progress of major movements and bottlenecks.

(1) Highway.

(a) Transportation vehicles and motive power classified by principal run or local area. For each type of vehicle or motive power, show total available, total operating, total deadlined, and breakdown of deadline into categories of maintenance.

(b) Tonnage of supplies, number of vehicles, and number of persons transported, classified by principal run or local area.

(c) Terminal operations. Show, for each, tonnage of supplies, number of vehicles, and number of persons loading and unloading; terminal equipment available and working.

(Classification)

Figure J-4. Periodic logistic report format.

(Classification)

(Short title identification)

- (2) Air. Similar to (1) above.
- (3) Rail. Similar to (1) above.
- (4) Water. Similar to (1) above.
- (5) Pipeline.
- (6) Supply movement. Tonnage of supplies received into area and evacuated from area. Classify by means of transportation.
- (7) Personnel movement. Number of personnel received into area and evacuated from area. Classify by means of transportation.
- b. Construction. List principal projects, showing percentage of completion and projected operational and completion date for each.
- c. Installations. For the principal installations of each service not covered above, show workload on hand at start of period, received, completed, and on hand at end of period, classified to conform to the class of work performed. List installations opened and closed during period (state location, date, and time).
- d. Miscellaneous. Real estate, laundry, bath, clothing exchange, decontamination.

4. MAINTENANCE

Show quantity of principal items or classes of equipment awaiting maintenance on hand at start of period, received, completed, and on hand at end of period. Major items of equipment deadlined, by type and reason for deadline, and items of equipment evacuated should also be shown.

5. MISCELLANEOUS

- a. Boundaries. Changes during the period and activities relative to anticipated changes.
- b. Headquarters. Locations and activities relative to movements during the period and activities relative to anticipated changes.
- c. Changes in Assignment During Period; Assigned; Relieved. (Show date and time.)
- d. Protection. Losses or damage to logistic activities due to enemy, subversive, or natural causes. State corrective action taken.
- e. Plans and Orders. Receipt and issue of basic combat service support plans or instructions. Attach a copy of each administrative order (or changes thereto) issued since the preceding report.
- f. Other Logistic Matters. Logistic matters not otherwise covered, such as exploitation of civilian and prisoner labor.

Commander

Annexes:
 Distribution:
 Authentication:

(Classification)

Figure J-4—Continued.

(Short title identification)

(Classification)

- NOTE:
1. Periodic logistic reports are never prepared on a map or an overlay.
 2. Annexes, consisting of maps, overlays, and other data, should be used to shorten the body of the report whenever practicable.
 3. Use only those abbreviations that are in common usage.
 4. The use of coded headings to simplify the transmission of routine statistical data in an abbreviated form of short-period report is a common practice, especially in reports from lower units.

(Classification)

Figure J-4—Continued.

Example J-6. Periodic Logistic Report, Field Army

(Classification)

30th Army

HOMBURG (LV7963), GERMANY

121000 May 19____

Periodic Logistic Report No 16 (Partial)

Period covered: 071800 to 120800 May 19____.

References: Maps, FRANCE and GERMANY, 1:250,000, AMS Series
M62, M501, M508.

1. LOGISTIC SITUATION AT END OF PERIOD

Annex A, Administrative Overlay.

2. SUPPLY

a. Supported Strength. (Average for period reported.)

(1) U.S. Army.

Assigned military:

30th Army (incl indiv replacements)	269,300
TASCOM	17,801

Total military personnel	287,101
--------------------------	---------

Civilian labor:

Mobile	155
Static	625

Total civilian labor	780
----------------------	-----

Other:

Hospital patients	3,947
PW	2,000
Civilian (needy)	414,000

Total other	419,947
-------------	---------

TOTAL U.S. ARMY	707,828
-----------------	---------

(2) U.S. Air Force.

Military personnel	2,795
Civilian labor (static)	0

TOTAL U.S. AIR FORCE	2,795
----------------------	-------

(3) U.S. Navy.

Military personnel.	300
Civilian labor (static)	0

TOTAL U.S. NAVY	300
-----------------	-----

b. Status of Supply.

(1) Levels. No change.

(2) Short supply items. Annex B, Short Supply Items.

c. Local Procurement. Annex C, Local Procurement.

d. Miscellaneous.

(1) Captured materiel. None.

(2) Scrap. Annex D, Scrap.

(Classification)

(Classification)

(Pd Log Rept 16—30th Army)

3. SERVICE

a. Transportation.

(1) Highway.

(a) Vehicle status. Annex E, Vehicle Status Report.

(b) Employment.

	<i>Vehicles dispatched</i>	<i>Cargo hailed (STON)</i>	<i>Personnel hailed (NO)</i>
Cargo	9,365	37,472	---
Personnel	497	---	9,937
Total	9,862	37,472	9,937

(2) Air.

• (a) Aircraft status. Annex F, Aircraft Status Report.

(b) Employment.

1. Forward movements.

Cargo (STON)	2,428
Personnel (No)	2,235

2. Evacuation.

Cargo (STON)	289
Personnel (No)	2,455

(3) Supply movements.

(a) Tonnage (STON) received in 30th Army by—

Highway	12,474
Air	2,727
Rail	17,172
Total	32,373

(b) Tonnage (STON) evacuated from 30th Army by—

Highway	743
Air	
Rail	3,110
Total	3,853

(4) Personnel movement.

(a) Received in 30th Army by—

Highway	4,490
Air	8,027
Rail	17,294
Total	29,811

(Classification)

(Classification)

(Pd Log Rept 16—30th Army)

(b) Evacuated from 30th Army by—	
Highway	2,105
Air	2,455
Rail	<u>6,645</u>
Total	11,205

b. Construction. Annex G, Construction.

4. MAINTENANCE

Annex H, Maintenance.

5. MISCELLANEOUS

- a. Boundaries. No change.
- b. Headquarters. No change.
- c. Changes in Assignment. None.
- d. Protection. * * *
- e. Plans and Orders. ADMINO No 7 issued 110800 May.
- f. Other Logistic Matters. * * *

ARCHER

LTG

Annexes: A—Administrative Overlay (omitted)

B—Short Supply Items

C—Local Procurement

D—Scrap

E—Vehicle Status Report (omitted)

F—Aircraft Status Report (omitted)

G—Construction

H—Maintenance

Distribution: ***

OFFICIAL:

/s/Andre

ANDRE

G4

(Classification)

(Classification)

Annex B (Short Supply Items) to Periodic Logistic Report No 16

Item	Unit	Auth	OH start of period	Issued	Rec	OH end of period
*	*	*	*	*	*	*
Generator, smoke, mech, pulse-jet, M3A3	ea	2	6	6	0	0
*	*	*	*	*	*	*
Impregnating outfit, clo, fld, M3	ea	375	200	150	100	150
*	*	*	*	*	*	*

(Classification)

(Classification)

Annex C (Local Procurement) to Periodic Logistic Report No 16

Item	Unit	Units on active contract	Unit cost (\$)	Scd for dlvr during period	Rec during period	Total against active contract	Remarks
* Tire, pneumatic, 12-ply, 11.00 x 20 (M52) *	* ea *	* 200 *	* 50 *	* 100 *	* 100 *	* 100 *	Contract to be completed by 161500 May 19____

(Classification)

(Classification)

Annex D (Scrap) to Periodic Logistic Report No 16

Location	Unit	OH start of period	Rec during period	Evac to FASCOM during period	OH end of period
* * Salvage collecting point, BENSHEIM (MA7304) * *	* STON *	* 186 *	* 90 *	* 75 *	* 201 *

(Classification)

(Classification)

Annex G (Construction) to Periodic Logistic Report No 16

Project number	Description	Location	Percentage complete	Estimated completion date
*	* * *	*	*	*
8	Construction of one hasty Army fixed-wing aircraft and helicopter landing strip of approximately 3,000 feet.	MA1421 vic WEIN-SHEIM	95	13 May
*	* * *	*	*	*
27	Construction 35-meter bridge	LV6946	90	12 May

NOTE: Projects completed during period have been omitted.

(Classification)

(Classification)

Annex H (Maintenance) to Periodic Logistic Report No 16

Item	Unit	OH start of period	Rec during period	Com- pleted during period	Evac during period	OH end of period	OH awaiting parts
<i>Direct Support Maintenance</i>							
Amplifier converter, AM/914/TRC	ea	22	26	18	20	10	0
Armor, body frag pro- tect, upper torso	ea	2,497	3,118	1,450	626	3,539	0
	*	*	*	*	*	*	*
Flamethrower, ptbl, M2A1-7	ea	11	35	20	20	6	0
	*	*	*	*	*	*	*
<i>General Support Maintenance</i>							
Amplifier converter, AM/914/TRC	ea	11	12	6	13	4	0
	*	*	*	*	*	*	*
Tank, 105 gun, M60	ea	21	105	82	21	23	3
	*	*	*	*	*	*	*

(Classification)

(Omit subparagraphs not applicable. This report may include important items of information relative to anticipated activities besides those concerning the period covered.)

(Classification)

Issuing headquarters
Place of issue (may be in code)
Date-time group
(to include month and year)

Periodic Civil Affairs Report No _____

Period covered: (date and time to date and time).

References: Maps (country, scale, and sheet numbers) or charts.

Disposal instructions: (if any; e.g., DESTROY WITHIN 48 HOURS OF RECEIPT).

1. CIVIL AFFAIRS SITUATION AT END OF PERIOD

Location of civil affairs units and pertinent activities of each; any important changes in civil affairs operational zones or areas; principal incidents and events since last report. (Indicate on map or overlay annex where possible.)

2. GOVERNMENTAL AFFAIRS (Use annexes as necessary.)

- a. Civil Administration.
 - (1) Screening—removal, appointment of officials.
 - (2) Political intelligence activities.
- b. Tribunals.
- c. Public Safety.
- d. Public Health.
- e. Public Welfare.
- f. Public Education.
- g. Labor.
- h. Public Finance.
- i. Civil Defense.

3. ECONOMICS

(Use annexes as necessary; arrange in tabular form whenever practicable.)

- a. Economics and Commerce.
- b. Food and Agriculture.
- c. Property Control.
- d. Civilian Supply.

4. PUBLIC FACILITIES

- a. Public Works and Utilities.
- b. Public Transportation.
- c. Public Communications.

5. SPECIAL FUNCTIONS

- a. Civil Information.
- b. Displaced Persons, Refugees, and Evacuees.
- c. Fine Arts, Monuments, and Archives.
- d. Religious Relations.

(Classification)

Figure J-5. Periodic civil affairs report format.

(Short title identification)

(Classification)

6. MISCELLANEOUS

Indicate any special recommendations and requests, such as special civil affairs personnel problems existing, requisition for additional units, recommendations for lifting of controls and restrictions, recommendations for troop indoctrination, and other matters not properly covered in paragraphs above.

Acknowledge.

Commander

Annexes:

Distribution:

Authentication:

(Classification)

Figure J-5—Continued.

Example J-7. Periodic Civil Affairs Report, Infantry Division

(Classification)

20th Inf Div

LANCIANO (7261), ITALY

151100 Jun 19__

Periodic Civil Affairs Report No 7

Period covered 071800 Jun to 141600 Jun 19__.

Reference: Map, ITALY, 1:50,000, LANDEBIA-CARHALO.

Disposal instructions: DESTROY WITHIN 72 HOURS OF RECEIPT.

1. CIVIL AFFAIRS SITUATION AT END OF PERIOD

a. Annex A, Civil Affairs Overlay.

b. 2d Plat, 301st CA Co, attached in addition to division civil affairs company, remains in LANCIANO after division moves forward.

c. Annex C (Civil Affairs) to OPORD 7, issued 101400 Jun 19__.

d. Operations during the period have resulted in establishment of law and order, provisions for medical care of civilians, distribution of food, issuance of salvage clothing, and establishment of collecting point for civilians without identification papers.

2. GOVERNMENTAL AFFAIRS

a. Civil Administration.

(1) Screening—removal, appointment of officials. The mayor of LANCIANO and most of the local governmental officials withdrew with enemy forces. The remaining officials are friendly to the United States and provide a source of information of enemy agents, persons sympathetic to the enemy, and enemy sabotage or subversive groups. Italian officials who have accompanied U.S. forces are being placed in governmental offices. Existing governmental structure is being retained because of requirements of the military situation.

(Pd CA Rept 7—20th Inf Div)

(2) Political intelligence activities.

(a) Sociological. Population is generally friendly, although dissident labor elements in rear areas have endeavored to interfere with military operations by sabotage and passive resistance. Investigation indicates that dissident elements are enemy inspired. Population is generally apprehensive of employment of nuclear weapons.

(b) Enemy component elements. Civilian officials report that the enemy is preparing to destroy animals and crops in vicinity of PLUDUNO by use of biological agents.

(c) Espionage. It is estimated that at least eight enemy agents are operating in the LANCIANO area.

(d) Sabotage. Aggressor radio and transmitter and a small quantity of explosives have been discovered buried in vicinity of LANCIANO.

(e) Political subversion. Present attitude of remaining local officials will make further infiltration of collaborationists into local government difficult.

(3) Counterintelligence documents. Documents of counterintelligence value have been found in the town hall and turned over to the G2.

(Classification)

(Pd CA Rept 7—20th Inf Div)

(Classification)

b. Public Safety.

(1) Civilian police are assisting military police in maintaining law and order.

(2) As constituted, civilian police are capable of resolving local problems but cannot contribute materially to the prevention of sabotage.

c. Civil Defense.

(1) Plans for civil defense are being integrated into rear area protection plans.

(2) Rear area civil defense and area damage control equipment has been surveyed. With exception of firefighting, equipment is considered adequate for present requirement.

d. Public Health.

(1) State of public health is generally good.

(2) Emergency medical supplies are being issued by division for civilian use. It is reported that additional medical supplies are in the area, and public health conditions are expected to improve.

e. Labor.

(1) Surveys are being conducted to determine amount of labor available by category and skill.

(2) Labor data:

Available for military use in division area	5,000
Available for military employment as mobile labor	3,000
Employed in rehabilitation of public facilities and economy in division area	4,000
Total labor force in division area	12,000

3. ECONOMICS

a. Food and Agriculture.

(1) Because this is primarily an agricultural area, local supplies of food are adequate for civilian use. However, a serious food shortage has been reported in PLUDUNO. Survey has been initiated to verify intelligence previously received.

(2) Local supplies of food in excess of civilian requirements are being warehoused for distribution in food-deficit areas.

b. Civilian Supply.

(1) Salvage clothing being issued from military stocks for civilian use.

(2) No change at this time in estimated requirements for civilian supply.

(3) Copy of requisition submitted for engineer firefighting equipment attached as Annex B.

4. PUBLIC FACILITIES

a. Public Works and Utilities.

(1) Local water supply is polluted. Adequate military water purification equipment is now in operation.

(2) Civilian light and power systems are able to supply only minimum requirements for hospitals and other essential facilities.

(Classification)

(CLASSIFICATION)

(Anal of Area of Op-7—1st Corps)

b. Public Communications. Public communications are being restored. Estimate minimum civilian telephone communications will be available within 4 days.

5. SPECIAL FUNCTIONS

a. Civil Information. News media are being reestablished. Estimate minimum press media available in 3 days.

b. Displaced Persons, Refugees, and Evacuees.

(1) Screening of displaced persons is progressing. Suspected subversives or plants average 12 percent.

(2) Division collecting point contains approximately 1,000 civilians without identification papers. These civilians will be evacuated to camp in corps rear area when established.

(3) Disease and unrest supplies for displaced persons are not in excess of requirements stated in strategic-logistic study.

6. MISCELLANEOUS

a. Inasmuch as the enemy can be expected to use all agencies and sources, including radio interception and agents, to gain information of military operations, recommend close communications discipline and careful monitoring of civil communications.

b. In view of enemy political intelligence activities, recommend that additional means be provided to this division to reinforce civil security in LANCIANO

c. Recommend that the engineer firefighting equipment requisitioned for LANCIANO be supplied at the earliest possible date.

d. In view of impact of nuclear weapons in area, recommend intensive public information and indoctrination program to alleviate public uncertainty.

Acknowledge.

GREEN
MG

★OFFICIAL:

/s/Blue

BLUE

G5

Annexes: A—Civil Affairs Overlay (omitted)

B—Requisition for Firefighting Equipment (omitted)

Distribution: A

(CLASSIFICATION)

Section III. MISCELLANEOUS REPORTS AND SUMMARIES

Example J-8. Spot Report, Infantry Division

(CLASSIFICATION)

FROM: CO 1st Bde

TO: CG 20th Inf Div

Message No 28, DTG 281416 July 19___. Recon patrol observed and identified 10 medium tanks of 2d Bn, 307th Mech Div, in open column moving west on Highway 10 at approx 20 kmph, vicinity FULDA (MA3765) at 281410 hr.

★(Spot reports are one-time reports used by all echelons to transmit intelligence information of immediate value. No format is prescribed; however, the report should answer the questions *who, what, where, when*, and doing what or condition.

(CLASSIFICATION)

(unit)

Unit (a)	Strength			Daily Losses					Gains (j)	(k) (w)	Remarks (x)
	Auth (b)	Asg (c)	P/Dy (d)	KIA (e)	WIA (f)	MIA (g)	Non-B Admin (h)	TOTAL (i)			
							-				

Time Signed

Explanation of columns:

a—Includes all assigned and attached units. b—Shows TOE authorized strength, to include assigned and attached units. c—Shows assigned strength, to include assigned and attached units. d—Indicates number of personnel present for duty. e—f—g—Self-explanatory. h—Shows total personnel lost because of nonbattle deaths, injuries, disease or for administrative reasons. i—Shows total of columns e through h. j—Shows replacements and returned to duty. k to w—To be used as desired. x—Any pertinent remark, including key personnel losses (by name, rank, position) or items of information necessary to explain unusual entries in previous columns; numbers of personnel known to be captured may be included.

Figure J-6. Personnel daily summary format.

Example J-9. Intelligence Summary (INTSUM), Infantry Division (Mechanized) (This example, which meets the requirements of STANAG 2022, is based on the suggested format in FM 30-5.)

(Classification)

IMMEDIATE

FROM: CG 52D INF DIV (MECH)

TO: CG 2D CORPS

INTSUM 144 ending 040600, Para 3 ALFA Aggressor continued defense in zone except for local attack at 0415 vicinity R376759 with estimated 90 men, 3 medium tanks, and light artillery support. Attack repulsed. Para 3 DELTA attack preceded at 0410 by very high airburst nuclear weapon, ground zero R374761, delivery means undetermined, yield estimated at 0.5 KT. Para 3 FOXTROT attack supported by 2 jet attack airplanes bombing and strafing vicinity R396756 for 5 minutes, starting at 0425. Para 4 ALFA confirmed 20 KIA, estimated 5 KIA, estimated 30 WIA. Para 4 BRAVO 10, including 2 WIA. Para 4 CHARLIE 2 medium tanks destroyed, 1 damaged, 1 jet attack aircraft shot down. Para 6 prisoner states ammunition supply in forward units running low (CHARLIE—3). Para 7 ALFA patrol reports battery 152-mm howitzers at R303292. Prisoners confirm location 2d Bn, 17 F Mech Regt, vicinity R375758 (BRAVO—1). Para 8 airborne radar reconnaissance detected 10 trucks moving south on road at R330280 at 0345. Para 9 probably routine supply vehicles. Para 10 snow started at 040545 and continuing. Ground frozen hard and supports all types of vehicles. Para 11 local attack reported probably was to secure Hill 405. Enemy is capable of continuing defense in present position, making local attacks to improve his defensive position, withdrawing to stronger position along LAURIEX River. Para 12 continued defense in present position most probable.

(Classification)

(Omit paragraphs or subparagraphs not applicable.)

(Classification)

Copy No _____

Issuing headquarters

Place of issue (may be in code)

Date-time group of signature

Message reference number

Situation Report No _____

Period covered: (date and time to date and time).

Reference: Maps (see STANAG 2029).

1. ENEMY

- a. Units in contact.
- b. Enemy reserves that can affect local situation.
- c. Brief description of enemy activity during period covered by report.
- d. Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.
- e. Conclusions covering courses of action open to enemy.

2. OWN SITUATION

- a. Location of forward elements.
- b. Location of units, headquarters, and boundaries.
- c. Location of adjacent units and supporting troops.
- d. Brief description and results of operations during period of report.
- e. Noneffective units.

3. ADMINISTRATION

General statement of the administrative situation, if other than normal, as it directly affects the tactical situation.

4. GENERAL

Information not covered elsewhere.

5. COMMANDER'S EVALUATION

To be completed when directed by higher authority.

Acknowledge.

Commander

Annexes:

Distribution:

Authentication:

(Classification)

Figure J-7. Operational situation report (SITREP) format (based on STANAG 2020).

Example J-10. Operational Situation Report (SITREP) in Message Form

USE STANDARD MESSAGE
SITREP 15. Period 120600Z to 122000Z. ENEMY. Locations and identification no change. Periodic hostile shelling of battalion area. No enemy patrol activity. OWN SITUATION. No change. ADMINISTRATION. Ten personnel casualties.

(Classification)

Headquarters

SUBJECT: Operational Report for Quarterly Period Ending (day, month, year), Reports Control Symbol CSFOR-65

Assistant Chief of Staff for Force Development

Department of the Army

Washington, D.C. 20310

1. *Section 1, Significant Organization or Unit Activities.* This section should include in narrative form the significant organization, unit, or agency activities relating not only to *what* happened but *how* and *why* and the underlying reasons governing decisions and the outcome, whether favorable or unfavorable. It will be an impartial and factual account of the organization's principal operations, activities, and administration. To assist in evaluation, analysis, and research, each report will, when practicable, make reference by a footnote to the appropriate unit record. Commanders of units below field army will state the number of days during the reporting period that their units engaged in training, troop movement, and operations and briefly summarize the other activities of the units for the reporting period.

a. If a unit engaged in training, state the subjects that were stressed.

b. If a unit made tactical or administrative movements during the period, describe any major difficulties that were encountered. Discuss security en route and organization of the foot/motor/mechanized columns.

Units preparing their first operational reports on arrival in a theater should include details of their experience in preparing for oversea movement that will benefit other units and suggest means or methods of improving preparation for oversea procedures for other units.

c. If a unit engaged in joint or strategic exercises or in combat, combat support, or combat service support operations, as contemplated under the table of organization and equipment mission for the type of unit—

(1) The commander should describe in detail any action, activity, experience, or operation that applies to training or instruction; contributes a lesson learned; illustrates a success or a failure; or indicates a need for change in doctrine, techniques, or procedures. The account may pertain to all or elements of the reporting commander's unit. It should generally include, but is not limited to, information on the background and experience of the unit, assigned missions or orders, the situation, supporting and adjacent units, plans, detail of execution, and degree of success or failure with reasons therefor. Indicate problems that were confronted and how they were solved. Report the effects of combat service support in sufficient detail to permit an evaluation. When a tactical unit engages in a joint or a combined operation or receives support from another Service, state the result with pertinent comments.

(Classification)

Figure J-8. Operational report format.

(Classification)

(2) Describe fully any tactical or technical improvisations, innovations, expedients, or stratagems that may have been successfully employed by the unit. Also include in the narrative any operational factors developed that may assist similar units in planning for combat operations.

2. *Section 2, Commander's Observations and Recommendations.* This paragraph provides the commander with the means of conveying, for evaluation by Headquarters, Department of the Army, any recommendations that he wishes to make on the basis of his experience or on that of his subordinate commanders. The commander may express and substantiate his views on any subject, such as combined or joint operations, training, organization, weapons, equipment, tactics, techniques, doctrine, and procedures in the field of personnel intelligence (exclusive of communications intelligence), operations, supply, and civil affairs, in or affecting his command; unusually good or unfavorable combat service support; new applications of existing administrative or operational techniques and procedures; economical or effective methods, procedures, and systems of operation other than those in common use; faults, gaps, overlappings, or failures in present techniques, procedures, and weapon systems; ideas for research and development agencies; effectiveness, maintenance capabilities, durability, and simplicity in operation of weapons and other equipment; and subjects that should receive additional or less emphasis in training in the continental United States. During the early stages of combat operations, information is of particular value describing techniques as well as flaws, gaps, successes, and failures in the enemy system of combat and support; and the effect of weather and terrain on operations. Indicate established practices and procedures that are confirmed by actual combat operations. If no comments are forwarded, the word "none" will be placed after the title of this paragraph. Group recommendations under functional headings as follows:

- a. Personnel.
- b. Operations.
- c. Training and Organization.
- d. Intelligence.
- e. Logistics.
- f. Other.

3. *Section 3, Headquarters, Department of the Army Survey Information.* Usually, the report will consist only of the two major numbered sections indicated above. However, the Department of the Army may direct the submission of information on a specific subject in the operational reports when the technical or doctrinal agencies require such information. Request for such information normally will be worded so as to require little advance preparation on the part of the commander. In fact, it is desired that the commander institute no special measures to develop this information. When the unit has not already developed the type of information desired in its course of normal operations during the reporting period, the com-

(Classification)

Figure J-8—Continued.

(Classification)

mander will submit a negative report in this paragraph. An agency of Headquarters, Department of the Army, desiring to use this paragraph for survey purposes in a theater will submit its requirement in detail to the Assistant Chief of Staff for Force Development, Department of the Army, who will determine the validity of the requirement before recommending that a requirement be placed on the theater army component commander in the appropriate theater. The theater army component commander will, in turn, announce the subject, the branch of service, or the types of units that will furnish the information and the period of time over which this information will be submitted in the report.

Commander**Inclosures:**

The preparing commander or agency may include supporting documents, such as copies of directives, maps, overlays, sketches, or photographs, when such items are essential to understanding or clarity of the lessons learned.

NOTE: For a listing of those commanders required to submit operational reports, see AR 525-15.

(Classification)

Figure J-8—Continued.



APPENDIX K

MILITARY BRIEFINGS AND CONFERENCES

Section I. MILITARY BRIEFING

K-1. General

a. The "military briefing" is a specialized type of speech used to present selected information to commanders, staffs, or other designated audiences. The staff techniques employed are determined by the purpose it serves, the required response, and the role of the briefer.

b. There are four recognizably different types of military briefings: *information, decision, mission, and staff.*

K-2. The Information Briefing

The information briefing is designed to inform the listener. The desired response is comprehension and understanding.

a. Examples of instances in which an information briefing might be used are—

(1) Information of high priority requiring immediate attention.

(2) Information of a complex nature, such as complicated plans, systems, statistics, or charts, requiring detailed explanation.

(3) Controversial information requiring elaboration and explanation.

b. The information briefing deals primarily with facts. It includes a brief introduction to define the subject and orient the listener. It does not include conclusions or recommendations.

K-3. The Decision Briefing

The decision briefing is designed to obtain an answer or a decision. In higher headquarters, *corps or above*, the decision briefing is employed in most matters requiring command decisions or on tactical matters. In *division headquarters* and below, a more informal modified type of the decision briefing is used.

a. The decision briefing may be compared to

an oral staff study in that it contains each of the major elements of a staff study. The following sequence is usually the most logical order:

(1) Isolate, define, and state the problem and state that the purpose of the briefing is to secure a decision. Include background information to show what led to the problem and why a decision is necessary.

(2) State the assumptions, if necessary. Assumptions must be both reasonable and supportable.

(3) Present the facts bearing on the problem. This portion of the briefing is essentially the same as the information briefing, and the same rules generally apply to both types of briefings. The briefer should be objective; he should state all the important facts accurately and fully. Facts having a direct bearing on the problem and already known to the person being briefed should be reviewed. Since this briefing should result in a decision, the listener is reminded of all the pertinent facts directly related to the problem. New facts unknown to the person being briefed are limited to those that have a direct bearing and that might influence the decision.

(4) *Discuss* the courses of action. The courses of action are stated and briefly analyzed. The advantages and disadvantages of each course are pointed out and compared as in the discussion paragraph of the staff study. The briefer indicates possible results of each course of action and potential dangers involved.

(5) State conclusions. The briefer states the degree of acceptance or the order of merit of each course of action.

(6) Make recommendation or recommendations. The briefer words his recommendation so that it may be used as a decision on the commander's approval. On presenting his recommendations, the briefer should be prepared to discuss the coordination involved.

b. At the outset of the briefing, the briefer must state that he is seeking a decision. At the conclusion, if he does not receive a decision, he asks for it. The briefer should be certain that he understands the decision thoroughly. If he is uncertain, he asks for clarification.

c. Following the briefing, if the chief of staff is not present, the briefer informs the staff secretary, executive officer, or other appropriate administrative assistant of the commander's decision.

K-4. The Mission Briefing

The mission briefing is a type of military briefing used under operational conditions to impart information, to give specific instructions, or to instill an appreciation of a mission.

a. In an operational situation or when the mission is of a critical nature, it may become necessary to provide individuals or smaller units with more data than the orders provided. This may be done by means of the mission briefing. The mission briefing reinforces orders, provides more detailed requirements and instructions for the individuals, and provides an explanation of the significance of their role. This type of briefing is presented with care to insure that it does not cause confusion or conflict with orders.

b. The mission briefing is usually conducted by a single briefing officer, who may be the commander, an assistant, a staff officer, or a special representative, depending on the nature of the mission or the level of the headquarters.

K-5. The Staff Briefing

The purpose of the staff briefing is to secure a coordinated or unified effort. This may involve the exchange of information, the announcement of decisions within a command, the issuance of directives, or the presentation of guidance. To accomplish these purposes, the staff briefing may include characteristics of

the information briefing, the decision briefing, and the mission briefing, or any combination thereof.

a. Attendance at staff briefings varies with the size of the headquarters, the type of operation being conducted, and the personal desire of the commander. Generally, the commander, his deputy or executive officer, chief of staff, administrative assistant, and the senior representative of each general (or coordinating) and special staff section attend. Representatives from major subordinate commands may be present.

b. In garrison, staff briefings are normally scheduled periodically. Unscheduled staff briefings are called as the need arises. In headquarters of larger units, staff briefings are often held on a regularly scheduled basis. In combat, staff briefings are held when required by the situation; however, at corps and higher levels, staff briefings normally are regularly scheduled events. Staff briefings are valuable in an operational situation in that full appreciation of the situation by commander and staff is difficult to achieve by other means.

c. Matters discussed at staff briefings will vary. At lower levels, topics of immediate concern to the unit and its operations will be discussed while at higher levels, the briefing may deal more with matters of policy. In field or combat operations, tactical matters will predominate. When staff briefings are held on a regularly scheduled basis, the substance of each staff officer's presentation may be an updating of material previously presented.

d. The chief of staff usually presides over the staff briefing. He calls on staff representatives to present matters that interest those present or that require coordinated staff action. Each staff officer is prepared to brief on his area of responsibility.

e. The presentation of staff estimates culminating in a commander's decision to adopt a specific course of action is a form of staff briefing used in combat headquarters. In this type of briefing, staff officers involved follow the general pattern prescribed for the staff estimate being presented.

K-6. Briefing Techniques

There are four steps in executing a briefing

assignment: analyzing the situation; constructing the briefing; delivering the briefing; and following up.

a. Analyzing the Situation. This step includes analyzing the audience and the occasion, determining the purpose, surveying facilities, and scheduling the preparatory effort.

(1) *The audience.*

(a) The nature of the occasion and the characteristics of the audience include such considerations as—

1. Who is to be briefed and why?
2. What is his official position?
3. How much professional knowledge of the subject does he have?
4. What is expected of the briefer?

(b) Before briefing an individual the first time, the briefer should inquire as to the desires of the particular official to be briefed.

(2) *Purpose.* The briefer must understand the purpose of the briefing that he is to deliver. Is he to present facts or to make a recommendation? The purpose determines the nature of the briefing.

(3) *Time allocated.* The time allocated for a briefing will frequently dictate the style, physical facilities, and the preparatory effort required. The briefer must know the approximate time allocated for the briefing prior to the construction of the briefing.

(4) *Facilities.* The briefer should consider the physical facilities available. For example, if the briefing is held in an office, the use of heavy equipment may be impossible. The availability of visual aids, draftsmen, and time are considerations. The briefer prepares a detailed presentation plan and insures that his assistants, if used, know what is expected of them.

(5) *Preparatory effort.* The preparatory effort is carefully scheduled. Every briefing officer should formulate a "Briefing Checklist" (see example, tab A, this app). The briefer makes an initial estimate of the deadlines that he must establish for accomplishment of each task. He schedules facilities for practice and requests critiques.

b. Constructing the Briefing. The construction of the briefing will vary with its type and purpose. The analysis provides the basis for this determination. When the briefing is

to be informational, it will, among other things, consist of assembling information, selecting key points, deciding how to present the key point, and selecting visual aids. When the briefing is to be a decision type, in addition to stating the facts, the briefer must state the problem, isolate and analyze the courses of action, reach conclusions, make recommendations, and receive an understandable decision. The following are the major steps in preparing a briefing:

- (1) Collect material.
- (2) Know the subject thoroughly.
- (3) Isolate the key points.
- (4) Arrange the key points in logical order.
- (5) Provide supports.
- (6) Select visual aids.
- (7) Establish the wording.

c. Delivering the Briefing. The success of the military briefing depends on its manner of presentation. A confident, relaxed, forceful delivery, clearly enunciated and obviously based on a full knowledge of the subject, helps convince the audience. The briefer maintains a relaxed, but military bearing. He uses natural gestures and movements, but he avoids distracting mannerisms. The briefer's delivery is characterized by conciseness, objectivity, and accuracy. He must be aware of the following specifics:

(1) The basic purpose is to present the subject as directed and to insure that the audience fully comprehends it.

(2) Brevity precludes a lengthy introduction or summary.

(3) Conciseness permits no "attention-getters." Illustrations should be used as back-up information in event of questions.

(4) The briefer uses logic in arriving at conclusions and recommendations; there must be no personal or emotional involvement.

(5) The briefer expects and is prepared for interruptions and questions at any point during the briefing. If and when these interruptions occur, the briefer answers the question before proceeding or indicates that the question will be answered later in the presentation. At the same time, he does not permit questions to distract him from getting back

rapidly to his planned sequence of presentation. If the question will be answered later in the presentation, the briefer should so state and make specific reference to the earlier question when such material is introduced. The briefer must be prepared to support, by explanation, any part of his briefing. Before presenting his briefing, the briefer anticipates possible questions and prepares to answer them.

d. Following Up. When the briefing is over, the briefer prepares a memorandum for record. This memorandum should be brief; but it should record the subject, the date, the time, and place of the briefing as well as the ranks, names, and positions of those present. The

substance of the briefing may be recorded in very concise form. However, it may be omitted depending on local custom. Recommendations and their approval, disapproval, or approval with modification are recorded as well as any instruction or directed action resulting from the briefing and who is to take action. When there is doubt as to the intent of the decision-maker, a draft of the memorandum for record is submitted to him for correction before it is prepared in final form. The memorandum for record is distributed to staff sections or agencies that must take action on the decision or instructions contained in it or whose operations or plans may be influenced.

Section II. CONFERENCE DATA

K-7. General

a. Commanders and staff officers inevitably find that participation in conferences is a frequent requirement. Conferences often replace visits and correspondence as a means of securing coordination because the conference—

(1) Is more likely to produce timely and sound results when time is short than will visits and correspondence between widely separated headquarters.

(2) Usually achieves more thorough coordination because all the facts and the experts to interpret these facts are brought together at one time. Normally, the majority of conflicts can be fully resolved, and complete understanding of the procedures developed can be imparted to all agencies represented at the conference.

(3) Offers the surest method of working out, within the time available, procedures that will produce complete cooperation among the divergent interests of commands.

b. Commanders and staff officers must have a thorough knowledge of the techniques of conducting and participating in conferences.

c. A commanders' conference is a meeting of commanders (or their representatives). A staff conference is a meeting of staff officers, normally principal staff officers (or their representatives), either of one headquarters or of several headquarters. Other elements of the staff may be present at either a commanders'

conference or a staff conference, as required.

K-8. Purposes of Conferences

Conferences are called for specific purposes including determination and evaluation of facts; exchange of information and ideas; coordination of actions, including arrival at the best possible decision or reaching agreement in a particular area; problem solution; policy formulation; and instruction, or advice.

K-9. Types of Conferences

The types of conferences in which a commander and his staff frequently participate are listed below. Participation varies with the conference purpose and includes representation from all interested agencies.

a. Command.

b. Staff.

c. Planning.

d. Training.

e. Committee.

f. Interview.

g. Multipurpose conference involving more than one of the above.

K-10. Considerations Influencing the Calling of the Conference

Before a decision is made to call a conference, the following questions should be considered:

a. What are the objectives of the conference?

b. Can the objectives be attained as well or better by other means?

c. Is the attainment of the minimum objectives of the conference likely at this time?

d. Are references currently available containing the facts essential to the success of the conference?

e. Is time so vital that correspondence or visits would delay too long the agreements needed?

f. How much time can be gained by the conference?

g. Are suitable participants available?

h. Can an appropriate place with suitable facilities be provided?

i. Are the proposed scope, duration, and agenda appropriate?

j. Are the issues clearly defined?

k. Can adequate preparation for the conference be made in the time allowed?

K-11. Preparation for the Conference

Once the decision is made to call the conference, the staff prepares a conference planning checklist. This checklist assists the conference planner by insuring that he understands the exact purpose of the conference, considers all the participants to include an analysis of the group characteristics that will result from the assemblage, prepares a proper agenda, provides proper facilities and materials, and has plans for the preparation and use of a final report on the conference.

K-12. Conduct of the Conference

Conferences are conducted differently depending on the purpose, the authority of the conference leader, and the agenda. If the purpose of the conference is to solve a problem, the conference leader defines the problem and guides the group in obtaining the facts or assumptions and in making deductions therefrom that will influence the solution. The leader should then cause the group to propose alternatives by encouraging freethinking and avoiding critical analysis or comparison. Once alternatives have been proposed by the conferees, the

leader should encourage critical analysis and evaluation in an effort to cause the group to move toward an acceptable solution. Action may be required on the part of the conferees as a result of the solution to the problem. The leader should assign responsibility for such action within his authority and move on to the next item on the agenda. Whatever the purpose, the successful conduct of a conference depends on adhering to the agenda, avoiding tangents, and compiling the results in usable form for the action that must be taken after the conference.

K-13. Authority of the Conference Leader

The authority vested in the conference leader influences the procedures to be followed by both the conference leader and the other participants. When the conference leader has no command authority over participants, all decisions, agreements, or recommendations must be determined by negotiation or reference to a command superior for action.

K-14. Agenda

The conference agenda, prepared and circulated before the conference, is the principal means by which the efforts of the conference are organized toward a common objective. The simplest form of agenda is a memorandum to the prospective participants covering the date, time, and place of the conference, and a list of the items to be discussed. A complete and a carefully prepared agenda, besides the usual announcements regarding arrangements, includes—

a. An accurate statement of each point to be discussed, noting areas of possible conflict of views and points on which agreement is desired.

b. All available material or information that may assist the conferees in preparing themselves for the conference.

c. Designated individuals from whom special information will be requested at the conference.

d. A proposed solution to the problem for consideration by the conferees.

TAB A

BRIEFING CHECKLIST

1. ANALYSIS OF THE SITUATION

a. Audience.

- (1) How many are there?
- (2) Nature.
 - (a) Who composes the audience?
 - (b) Is only one Service involved?
 - (c) Multi-Service? Civilians? Foreign nationals?
 - (d) Who are the ranking members?
 - (e) What are their official positions?
 - (f) Where are they assigned?
 - (g) How much professional knowledge of the subject do they have?
 - (h) Are they generalists or specialists?
 - (i) What are their interests?
 - (j) Personal preferences?
 - (k) What is the anticipated reaction?

b. Purpose and type.

- (1) Information briefing (to inform)?
- (2) Decision briefing (to obtain decision)?
- (3) Staff briefing (to exchange information)?
- (4) Mission briefing (to review important details)?

c. Subject.

- (1) What is the specific subject?
- (2) What is the desired coverage?
- (3) How much time will be allocated?

d. Physical facilities.

- (1) Where will briefing be presented?
- (2) What arrangements will be required?
- (3) What are the visual aid facilities?
- (4) What are the deficiencies?
- (5) What actions are needed to overcome deficiencies?

2. SCHEDULE OF PREPARATORY EFFORT

- a.* Complete analysis of the situation.
- b.* Prepare preliminary outline.
- c.* Determine requirements for training aids, assistants, and recorders.
- d.* Edit or redraft or both.
- e.* Schedule rehearsals (facilities, critiques).
- f.* Arrange for final review by responsible authority.

3. CONSTRUCTING THE BRIEFING

a. Collect material.

- (1) Research.
- (2) Become familiar with subject.
- (3) Collect authoritative opinions and facts.

b. Prepare first draft.

- (1) State problem (if necessary).
- (2) Isolate key points (facts).
- (3) Select courses of action.
- (4) State advantages and disadvantages. Analyze and compare.
- (5) Determine conclusion and recommendations.
- (6) Prepare draft outline.
- (7) Include visual aids.
- (8) Fill in appropriate material.
- (9) Review with appropriate authority.

c. Revise and edit first.

- (1) Make sure that facts are important and necessary.
- (2) Include all necessary facts.
- (3) Include answers to anticipated questions.

*(4) Polish material.**d. Plan use of visual aids.*

- (1) Check for simplicity—readability.
- (2) Develop method for use.

e. Practice.

- (1) Rehearse (with assistants and visual aids).
- (2) Polish.
- (3) Isolate key points.
- (4) Commit outline to memory.
- (5) Develop transitions.
- (6) Use definitive words.

4. DELIVERY

a. Posture.

- (1) Military bearing.
- (2) Meaningful movement.
- (3) Eye contact.
- (4) Gestures.
- (5) Mannerisms.

b. Voice.

- (1) Pitch.
- (2) Volume.

- (3) Rate.
- (4) Variety.
- (5) Enunciation.

c. *Attitude.*

- (1) Businesslike (military bearing).
- (2) Helpful.
- (3) Natural humor.

- (4) Confident.
- (5) Answer questions.

5. FOLLOWUP

- a. Insure understanding.
- b. Record decision.
- c. Inform proper authorities.



APPENDIX L

TACTICAL OPERATIONS CENTERS

Section I. INTRODUCTION

L-1. General

The tactical operations center (TOC) is a command installation wherein the necessary communications facilities and personnel are centralized to control and coordinate current tactical operations. It is usually established at field army, independent corps, corps, and division.

L-2. Requirement

Improved weapon technology, tactical mobility, information-processing capabilities, and communication equipment have accelerated combat and increased the vulnerability of opposing forces. Consequently, success in battle and survival are becoming increasingly dependent on the ability of a staff to assist the commander in making accurate and timely decisions. To expedite staff reaction, a TOC normally will be established during active operations. The TOC expedites staff reaction by providing the appropriate personnel with the means to gather, process, retrieve, analyze, and display data rapidly and in a readily usable form; by placing coordinating elements in proximity; and by providing responsive communications between such elements and the higher, adjacent, and subordinate commands.

L-3. TOC Function

The purpose of the TOC is to provide the commander current evaluated information and recommendations concerning combat operations and the use of resources. The TOC assists in—

a. Direction, control, and coordination of current combat and combat support operations of organic, assigned, and attached forces.

b. Integration of combat support provided by other Army elements or other Services into the commander's concept of operations.

c. Coordination of combat operations with operations of other Army elements or other Services to the extent required or permitted by higher authority.

L-4. Principles

a. The TOC is neither a formal military organization nor a separate agency or echelon of command. It is formed from resources of the command solely as an operating element to accomplish timely staff actions on matters concerning current operations at the echelon of employment.

b. The situation and the commander's desires govern the decision to establish a TOC, the selection of staff elements and supporting elements to be represented, and the functions to be performed in the TOC. Figure L-1 is a suggested organization for a TOC, suited to employment at division, corps, and army.

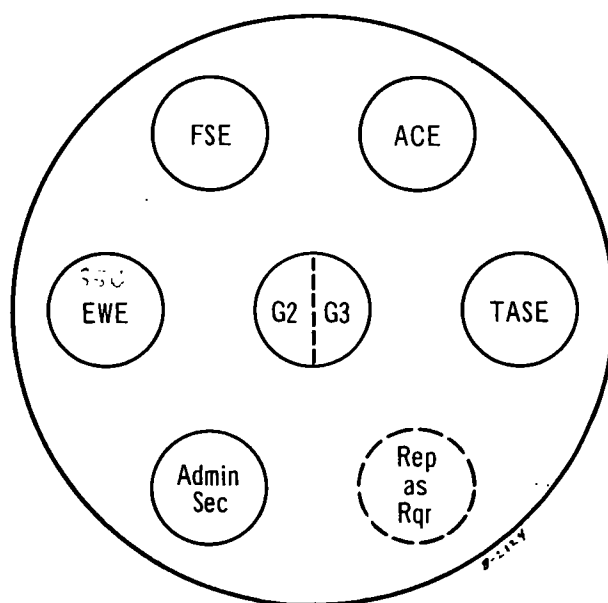


Figure L-1. TOC organization.

c. The criteria used to determine essential functions and staff elements needed in the TOC for mission accomplishment are—

(1) The contribution that each function makes to current operations.

(2) The degree to which accomplishment of each function depends on information readily available only in the TOC.

Section II. ORGANIZATION

L-5. Authority and Responsibilities

a. The authority and responsibilities of staff members in the TOC are encompassed by the assigned duties and responsibilities of general and special staff officers and the staff doctrine contained in chapters 2 and 4.

b. The chief of staff is responsible for accomplishment of staff tasks, efficient and prompt response of the staff, and the coordination of staff efforts. He exercises overall direction of the staff to include staff representatives in the TOC.

c. The G3 has general staff responsibility to insure coordination and integration of available combat support with tactical operations. Normally, the G3, without derogation of the normal responsibilities and functions of other general and special staff officers, will be assigned primary general staff responsibility for supervision of the TOC.

L-6. Composition

a. The commander or chief of staff determines the composition of the TOC. The number and type of functions performed in the TOC on a recurring basis determine the number of elements and personnel within these elements. On-call representatives from staff sections and liaison personnel from units are used for special or nonrecurring requirements.

b. This appendix is primarily concerned with recurring TOC functions and the TOC elements and personnel required therein on a continuing basis. Personnel needed in the TOC for special or nonrecurring situations that require individual or element representation from other staff sections within the command post are not discussed in this appendix. The requirements of the operation and the sup-

(3) The degree to which accomplishment of each function depends on coordination with other functions of the TOC.

d. Improved communications and the enhanced ability of the TOC to obtain information rapidly from outside itself and to react promptly are important considerations in developing an optimum TOC organization.

port situation determine the need for on-call representatives, liaison personnel, and temporary TOC elements (e.g.—G4, G5, air defense, aviation, chemical, engineer and signal). The TOC elements listed below are considered necessary to TOC operations in all combat situations. Personnel requirements for these elements are covered in paragraphs L-23 through L-26.

- (1) G2 and G3 operations (G2 element and G3 element).
- (2) Fire support element (FSE).
- (3) Tactical air support element (TASE).
- (4) Airspace control element (ACE).
- (5) Electronic warfare element (EWE).
- (6) Administration section.

L-7. Staff Relationships

a. Staff officers within the TOC are responsible for—

- (1) Being thoroughly familiar with the overall combat situation.
- (2) Having detailed knowledge of all aspects of the current combat situation relating to their general or special staff responsibility.
- (3) Advising other staff officers in the TOC immediately on matters of mutual interest or concern.

b. Staff elements within the TOC maintain a continuous flow of information to corresponding elements in an alternate TOC, or to staff elements designated to man an alternate TOC, depending on the standing operating procedure (SOP) for emergency operations followed by the command.

c. Staff elements within the TOC maintain staff journals of the combat situation, decisions reached, and actions taken; and these elements regularly advise their respective counterparts outside the TOC.

Section III. OPERATION

L-8. Administrative Processing

TOC operations depend on the timely receipt, distribution, storage, and retrieval of information pertaining to current operations, e.g., data processing. Mechanized and automated equipment, when available, increases the speed of data processing and facilitates coordination of staff operations within the TOC. In the absence of such equipment, manual procedures are established to reduce the time required for administrative processing of information. The objective is to insure an accurate portrayal of the tactical situation and to prevent needless verification of data within the TOC. Procedures are established to make information processed through technical or staff channels immediately available to all appropriate staff elements within the TOC, and also to make the results of the processing accomplished by a TOC element immediately available to other appropriate TOC elements and to staff sections outside the TOC.

L-9. Estimate of the Situation

A basic function of the TOC is to facilitate maintenance of a continuous estimate of the situation. The administrative processing and display actions performed within the TOC must support the estimating process.

a. Each TOC element maintains a continuous estimate of the situation within its particular area of competency.

b. Each TOC element acts on its own initiative to incorporate new or revised information into its estimate of the situation.

c. Each TOC element is responsible for prompt coordination with other elements when changes in its estimate of the situation appear to impact on the activities of other elements or the overall combat situation.

L-10. Actions

Within the authority delegated by the commander, TOC elements are responsible for preparing and disseminating orders, requests, and reports necessary for current operations. External staff elements conduct routine planning and administrative functions.

a. Each element initiates action to insure that activities falling within its area of responsibility are in consonance with the commander's concept of operations.

b. Following the statement of the commander's decision and concept of operations, each TOC element is responsible for preparing its portion of instructions and requests necessary to implement and coordinate the action.

c. Each TOC element is responsible for coordinating its actions with other TOC elements and interested external agencies.

d. The G3 element is specifically responsible for overall coordination of all TOC activities.

Section IV. TACTICAL EMPLOYMENT

L-11. Location

The TOC is located within the main command post of the headquarters and shares the physical security and communications services established for the command post. Administrative traffic within the command post is routed to cause the least possible interference with TOC operations.

L-12. Contingent Planning

Normally, provisions must be made for establishing an alternate TOC capable of immediately assuming the functions of the primary TOC. In certain instances, the establishment of alternate TOC facilities, e.g., control of sta-

bility operations from an established base may not be necessary. In any case, procedures must be established to insure that the alternate TOC or the headquarters designated to function as such is constantly up to date on the current tactical situation.

L-13. Displacement

During displacement, the TOC must continue to operate in its old location until communications are established and functioning at the new location. The new location may be staffed by elements assigned to function as the alternate TOC or by the off-duty shift of the primary TOC.

Section V. ACTIVITIES

L-14. General

a. This section includes those activities considered minimum for normal accomplishment of the TOC mission. Each activity is stated in sufficiently broad terms to make it applicable at division, corps, or field army echelons.

b. Determination of the staff elements and functions required in the TOC is a command prerogative and will depend on the situation. The activities and scope given herein are subject to modification, and additional elements and activities may be added at the option of the commander. In accomplishing these activities, TOC elements follow basic principles of staff operations, particularly in insuring staff coordination and the interchange of information.

L-15. G3 Element

The G3 element's primary functions are supervision and coordination of tactical operations. The element presents to the commander the current operation estimate of the situation and recommendations for the employment of organic, assigned, attached, and supporting combat and combat support units. The G3 element uses information provided by the G3 staff section and other TOC elements and insures the dissemination of this information to the other elements of the TOC. The G3 element—

a. *Maintains information on status of units reporting directly to the headquarters.* The element maintains only essential information required to insure control, e.g., knowledge of capabilities, commitment, availability, and effectiveness. The G3 staff section outside the TOC and the major subordinate headquarters of the command maintain information not pertaining to current operations.

b. *Maintains information on the current status of barriers and obstacles.* The location and extent of artificial and natural barriers, obstacles, and gaps are displayed in the TOC. This information is provided by the G2 and the force engineer. The G3 element receives reports of changes as they occur and provides the information to other TOC elements and other interested headquarters.

c. *Maintains information on the current friendly situation.* The G3 element is the focal

point within the TOC for information on the current friendly situation. This information is shown graphically on the friendly portion of the situation map. All TOC elements and combat support units not represented in the TOC submit periodic and spot reports to the G3 element. This information is maintained and displayed for use by all TOC elements. The G3 element also portrays the latest information on the operation to include boundaries, control measures, objectives, and location of all units.

d. *Maintains a continuous estimate of the situation.* The G3 element makes a continuous operation estimate of the situation, considers and integrates estimates provided by other TOC elements, and provides the operation estimate to the commander when appropriate.

e. *Recommends the employment of organic, attached, or supporting combat and combat support resources.* Recommendations are based on advice and recommendation from other TOC elements, liaison representatives in the TOC, and major subordinate headquarters. Prior to submission of recommendations, the G3 element coordinates the recommendations to insure feasibility, availability of required combat support and combat service support, and interchange of information.

f. *Disseminates the commander's decisions, guidance, priorities, and allocation of resources.* The G3 element disseminates to other TOC elements the commander's decisions and guidance concerning conduct of the current operation and the establishment of priorities and allocation of resources. The extent to which the G3 element may act on its own initiative is prescribed by the commander.

g. *Prepares the maneuver portion of fragmentary operation orders.* The G3 element prepares portions of orders pertaining to the combat elements of the command in close coordination with the G2 element. Other TOC elements are provided this information to insure coordination of the combat support portion of orders. Orders prepared in the TOC are normally limited to fragmentary orders.

h. *Determines, recommends, integrates, and coordinates requirements for combat and combat support from other Army elements and*

other Services. The G3 element receives recommendations for assignment of additional combat support resources from all TOC elements and from elements of the command not represented in the TOC. These recommendations are evaluated and submitted to the commander. On receipt of additional resources, TOC elements recommend employment; and the G3 element coordinates and integrates the resources into the operation.

i. Disseminates orders and information and monitors execution to insure compliance with the commander's concept and decisions. The G3 element disseminates orders and instructions directly to combat units and combat support units. In addition, the G3 element disseminates information concerning the operation and the command that is considered valuable to commanders in understanding and executing assigned missions.

j. Supervises and coordinates activity within the TOC. While the chief of staff is responsible for coordinating the operation of the TOC with the staff operations of the remainder of the general and special staff, the G3 is charged with general staff responsibility for supervision and coordination of TOC operations. This function includes responsibility for insuring that all TOC actions are within the policies of the commander, integrating all actions with the current operation, obtaining approval for all actions that exceed SOP or command policy, and resolving conflicts within the TOC. In the absence of the G3, the chief of the G3 element is delegated the responsibility to perform this function.

k. Recommends the employment of nuclear weapons. The G3 element evaluates the FSE's recommendations for employment of nuclear weapons, including the engineer's recommendations for employment of atomic demolition munitions (ADM). It coordinates with the G2 element to determine the suitability and importance of the target and to establish a priority for attack, and with the G4 to determine the need for and feasibility of distribution or redistribution of weapons to support recommendations. Recommendations for employment are then made to the commander. The FSE will be advised of the commander's decision.

l. Disseminates nuclear strike warnings. The G3 element is responsible for dissemination of nuclear strike warnings within the command. A strike warning is prepared by the FSE for all friendly nuclear strikes against surface targets.

m. Recommends actions required as a result of enemy employment of nuclear, biological, and chemical weapons in the command area. On receipt of report of nuclear, biological, or chemical weapon employment in the command area and initial data concerning the strike, the G3 element estimates the effect on current operations. Each TOC element estimates effect in its area of interest and recommends to the G3 element action to take. The G3 element takes actions authorized and recommends other actions to the commander. On receipt of the commander's decision, the G3 element issues implementing instructions to appropriate combat and combat support units. Necessary movement or relocation of combat service support units is coordinated with the G4.

n. Coordinates requirements for movement of combat and combat support units. Movements of combat and combat support units in the command area are coordinated with the G4. He supports movements in accordance with priorities recommended by the G3 element.

L-16. G2 Element

The primary function of the G2 element is the coordination of all intelligence activities pertaining to the current situation, preparation of portions of the current intelligence estimate, and dissemination of intelligence through use of spot reports. The G2 element uses information provided by the G2 staff section and other TOC elements and insures the dissemination of this information to the other elements of the TOC. Examples of information received are the analysis of the area of operations and enemy order of battle information. The G2 element—

a. Maintains information on status and capabilities of selected information collection agencies. The G2 element maintains information on the location, status of capabilities, and commitment of intelligence agencies that report directly to the G2 or through the EWE. This in-

formation provides the basis for determining available capability at any time and for establishment of priorities.

★*b. Surveillance and target acquisition.* Insure that information on the allocation of air reconnaissance and surveillance means is readily available.

c. Maintains information on enemy capabilities, vulnerabilities, and probable courses of action. Information on enemy capabilities and vulnerabilities are required by the G2 element in determining intelligence requirements and priorities. The determination of the probable courses of action of the enemy is a part of the G2 element's estimate of the situation and is based on an analysis of the enemy's capabilities, vulnerabilities, and other related information. The complete intelligence estimate is normally prepared by the G2 staff section outside the TOC. The G2 element, however, develops and maintains a continuous estimate based on the current situation. The estimate is presented to the commander as required or when significant changes in the estimate occur.

d. Maintains the enemy portion of the situation map. The enemy portion of the situation map is a graphic record of the current dispositions and major activities of the enemy. Separate overlays may be used to display different categories of information: This activity complements maintenance of the friendly portion of the situation map, which is performed by the G3 element.

e. Provides information on location and activities of reconnaissance elements. The G2 element coordinates with the G3 element on the use of reconnaissance forces to insure that the collection effort is complete. Adjacent and supporting units are informed of reconnaissance operations to insure proper coordination. The G2 element consults with the entire TOC and other staff sections, as required, to insure coordination of reconnaissance operations with other activities.

f. Maintains the commander's essential elements of information (EEI). As coordinator of command information collection activities, the G2 element must maintain the current EEI and record progress of efforts to satisfy these requirements. The G2 element evaluates intelligi-

ence requirements of other TOC elements and recommends additions or deletions to the EEI or other intelligence requirements as appropriate.

g. Maintains status of combat surveillance operations. The G2 element, in close coordination with the G3 element, controls combat surveillance coverage to guard against gaps or other deficiencies of the integrated surveillance effort. The objective is to insure that the entire battlefield is surveyed periodically, with particular emphasis on the enemy's most likely avenues of approach. The G2 element is responsible for coordination of the systematic surveillance of the force's area of operation. Priorities are developed by the G2 element in conjunction with the G3 element to insure coordination with current operational requirements.

h. Integrates current collection efforts with collection activities of other commands. The G2 element coordinates with higher, adjacent, and supporting elements and with other Services those portions of the force collection plan where mutual assistance is possible. The G2 element also effects maximum exchange of information with the collection efforts of other commands.

i. Prepares intelligence portions of fragmentary orders and summaries, as required, to support current operations. The G2 element prepares the intelligence portions of fragmentary orders, intelligence collection orders, and intelligence summaries pertaining to current operations. Information or intelligence of immediate value is disseminated directly to interested TOC elements and affected units of the command.

j. Supervises and coordinates counterintelligence activities as they influence current tactical operations. When changes in current operations dictate changes in counterintelligence measures, the G2 element prepares appropriate recommendations, coordinates with the G3 element, insures capability with tactical cover and deception plans, and supervises the preparation of implementing instructions and the execution of instructions. Active counterintelligence measures often have an impact on tactical operations and, consequently, require more coordination than passive measures. The G2

element is responsible for recommending counterintelligence measures and effecting necessary coordination with other TOC elements and with units that might be affected.

k. Recommends to the G3 element the employment of reconnaissance resources. G2 element requirements for employment of subordinate units of the command (other than intelligence units) for intelligence collection missions are coordinated with the G3 element. This coordination is required to accomplish the collection plan and to prevent interference with missions of combat units.

l. Coordinates the intelligence collection plan with the G3 element. The G2 element assigns, cancels, or adjusts requirements for collection of information in accordance with changes in the operation. When the EEI are satisfied, the collection plan is changed as required, and implementing instructions are prepared. Changes in instructions to intelligence agencies are issued directly, and instructions to subordinate units of the command are coordinated with the G3 element.

m. Evaluates and validates incoming information and makes appropriate dissemination. Information received by the G2 element is validated through the normal intelligence production procedures and is disseminated according to SOP. Exceptions are made to this procedure when information is vital to a specific operation or when information on fleeting vulnerable targets is reported.

n. Maintains weather data for periods specified by SOP or current requirements. Reports of current weather and weather forecasts are used in connection with current combat operations, operations of aircraft, employment of nuclear weapons, and employment of chemical and biological (CB) agents and other activities. Weather forecasts are provided to the G2 element by the Air Weather Service. The G2 element maintains these forecasts for use by TOC elements and makes dissemination as required by SOP or the current situation.

o. Estimates the effect of nuclear attacks, including predicted fallout, on enemy capabilities. FSE predictions of the effects of friendly nuclear attacks, including fallout, are received by the G2 element for estimation of effect on

enemy capabilities. This estimate is disseminated within the TOC for planning purposes. If time and resources permit, a tactical damage evaluation to verify predictions is accomplished prior to taking actions based on predictions. Fallout predictions are revised, as required, based on radiological monitoring reports and changes in meteorological data occurring after the initial prediction.

L-17. Fire Support Element

The primary function of the FSE is to provide command coordination of supporting fires on surface targets, as required, to support most effectively the plan of operation. Under the supervision of the assistant fire support coordinator (FSCoord), the FSE provides a central facility through which matters pertaining to fire support requiring command coordination are processed. Field artillery personnel and equipment for the FSE are authorized in the appropriate field artillery tables of organization and equipment (TOE) at division and corps and within the artillery section of the army headquarters company TOE. The FSE—

a. Maintains current status and capabilities of fire support resources. The FSE insures that the commander's guidance, relating to fire support, is executed and the plan of operation is effectively and economically supported. Execution of this activity requires the FSE to maintain current status and capabilities of all fire support resources available to the command for attack of surface targets.

b. Maintains the fire support situation map. Maintenance of a fire support situation map depicting locations of fire support resources and the tactical situation enables the FSE to assess the situation rapidly and to determine fire support units or resources capable of delivering fire on designated surface targets.

c. Coordinates fires on surface targets. The FSE coordinates all fires on surface targets delivered by resources under the control of or in support of the command. The FSE—

★(1) Prepares the fire support portion of the operation order to include the fire support annex. The FSE insures that all fires on surface targets are integrated by reviewing the component fire plans (e.g., artillery, air, naval

gunfire, NBC) and ADM used in the barrier and denial plan.

(2) Coordinates with ACE on field artillery requirements for airspace and allocation of air defense and Army aviation fires on surface targets, and with the G3 element for coordination with the barrier plan and use of ADM.

★(3) Receives requests from subordinate units for fire support, evaluates the request in light of other fire support requirements, and the fire support resources available, makes decisions within delegated authority to furnish requested fire support, substitutes other types of support for that requested, or disapproves the request.

(4) Designates attack by fire support means as required.

d. Recommends current fire support coordination measures. To coordinate surface fires, to process requests for surface fires, and to assign fire missions when required, the FSE remains abreast of the situation and current fire support coordination measures to include boundaries, fire coordination line, fire support coordination line, and no fire line as appropriate. It also maintains status of the free fire areas, the no fire area, the fire coordination area, and restrictive fire plans when applicable.

e. Recommends targets to be attacked with nuclear weapons. Based on target intelligence from the G2 element and organic artillery resources, the FSE evaluates surface targets to determine those suitable for nuclear attack. Targets considered suitable are analyzed to determine tentative method of delivery, desired ground zero, yield/height of burst, expected results, and prediction of fallout. The result of the analysis is submitted as a recommendation to the G3 element. When a target is attacked, the FSE coordinates the necessary reconnaissance to ascertain actual damage resulting from the strike and informs other TOC elements as to the results. Target analysis and damage assessment are made on a continuing basis regardless of the level of intensity in the use of nuclear weapons.

f. Recommends employment of CB agents. In accordance with established policies and directives, the FSE recommends the employment of

CB agents. Targets are analyzed by the chemical officer to determine their vulnerability to CB agents. The analysis is submitted to the G3 element and includes recommendations as to the types of agents, amount, form of agents, time of attack, and delivery means to employ.

g. Recommends allocation and reallocation of fire support resources. Based on the commander's concept of the operation and missions assigned to subordinate commands, the FSE recommends allocation of available fire support resources for the attack of surface targets. As changes in the situation occur, the element reexamines all considerations and recommends reallocation as deemed necessary.

L-18. Tactical Air Support Element

The primary functions of the TASE are supervision and coordination of tactical air support operations. The TASE—

★*a. Supervises and coordinates requirements for air reconnaissance and offensive air support.* The TASE receives (monitors immediate requests), processes, and coordinates requests for air reconnaissance and offensive air support; approves or disapproves the requests; establishes priorities for approved requests, notifies the requester of action taken; and forwards approved preplanned requests to the appropriate agency.

★*b. Coordinates air reconnaissance and offensive air support requests with the ACE.* The TASE notifies the ACE of all preplanned and immediate air support requests and missions. The ACE takes necessary action to coordinate the use of airspace and notifies the TASE of restrictions.

★*c. Prepares the air support and air reconnaissance portion of operation plans and orders.*

★*d. Requests additional air reconnaissance and/or offensive air support over and above that allocated.* For immediate requirements that cannot be fulfilled with the sorties allocated, the TASE obtains additional sorties, integrates the request with another mission, or accomplishes it instead of a lower priority preplanned mission. The TASE notifies the requester of final action taken on the request.

★*e. Coordinates with other Services as nec-*

essary on air reconnaissance and offensive air support matters. The TASE maintains liaison with and coordinates tactical air support matters with other Services, to include exchange of information.

★*f. Collocates with FSE.* The TASE and FSE are normally collocated to facilitate coordination.

L-19. Airspace Control Element

The primary function of the ACE is coordination of air traffic within the assigned block of airspace. The element serves as a source of information for current status of air defense and Army aviation capabilities. The ACE—

a. Coordinates the use of airspace. In compliance with higher headquarters' directives and the commander's concept for use of airspace by organic forces, the ACE, in conjunction with the FSE, determines how airspace requirements can best be met and issues necessary instructions or submits recommendations to the G3 element. The ACE prepares the airspace utilization annex when a staff element outside the TOC has not prepared it.

b. Provides information on aviation status and recommends the allocation and reallocation of Army aviation resources. The ACE provides information to the TOC on the status of aviation resources controlled by the command. Based on the command mission, the requests of subordinate commanders, and the mission assigned to subordinate commands, the chief of the ACE recommends those aviation means to be allocated to the subordinate commands and the command relationships between aviation units and subordinate commands. As changes in the situation occur, the element reexamines all considerations and recommends the necessary reallocation of resources. The chief of the ACE further recommends to the G3, based on the requirements of the G1 and G4 representatives and the aviation support available, the amount and type of aviation means to be allocated for administrative and combat service support. He may recommend that these requirements be based on a mission basis rather than on allocation.

★*c. Coordinates Army AD operations.* The ACE coordinates the AD operations with other

combat and combat support operations. The ACE provides information on the AD situation, including AD coverage, to other TOC elements; and disseminates rules of engagement, minimum normal burst altitude, critical ammunition shortages, and capability for attack of surface targets. When AD nuclear weapons are used against aerial targets, the ACE notifies the other elements and obtains and disseminates poststrike data, including time, location, and height of burst. Periodic and spot reports from AD units allow the ACE to remain generally abreast of the AD situation. When specific details are required, the ACE requests the necessary information from the appropriate AD unit headquarters.

d. Coordinates Army air traffic. The ACE determines prohibited or restricted AD areas or other restrictions possibly imposed on air traffic by the commander, higher headquarters, or theater AD commander or through agreement with other Services. Based on these restrictions, the ACE disseminates aviation control guidance (e.g., corridors, altitudes, areas in which all flights must be cleared), provides information for the preparation of the air traffic regulation plan to be included in the airspace utilization annex, and coordinates the plan. On approval by the G3 element, the ACE disseminates the plan to the TOC, the DASC, and the Army aviation and AD units as required. Through liaison with other TOC elements, the ACE determines those combat and combat support activities that will influence air traffic, and it disseminates changes to the air traffic control plan as required.

e. Provides intelligence obtained through AD channels. The ACE receives intelligence information through its link with the Army air defense command post (AADCP) and Air Force command and control facilities. This information is furnished to the TOC G2 element and other elements as required.

★*f. Collocates with FSE.* The ACE should be collocated with the TASE and FSE whenever possible to facilitate coordination.

L-20. Electronic Warfare Element

The EWE will coordinate, furnish advice on the capabilities and limitations of electronic

warfare (EW), evaluate the supported command's intelligence requirements in terms of United States Army Security Agency (USASA) mission capabilities, and serve as the point of entry into the TOC for coordination of active and passive USASA information. Details of EWE are contained in FM 32-20. The EWE—

a. Provides the current status of USASA units and operations and advises on capabilities and limitations. The EWE receives information and advises other TOC elements of detailed data on assigned, attached, or supported USASA units. This information will include disposition of units, current missions, and capabilities. Information on units or elements involved in cryptologic as well as electronic operations will be included. The EWE will provide information on USASA units operating in areas other than those for which it has responsibility, as well as providing information to and from counterpart organizations of other Services. Information pertaining to status and operations of assigned or attached USASA units will be passed to other USASA commands through USASA channels as required.

★b. Maintains a continuous estimate of the EW and cryptologic situation. The EWE will maintain constant surveillance over its activities and will evaluate pertinent information as it influences the current situation. Significant facets of this function include consideration of electronics and radar order of battle. These data are passed to the EWE from the command sources. Significant enemy information that may require prompt response is passed directly to the G2 element through the EWE by the attached USASA units. The G2 element, in turn, provides to the EWE any pertinent information that would assist in its surveillance activities.

c. Recommends the employment of EW and cryptologic resources. The EWE recommends to the G3 element or the G2 element, as applicable, changes in location of USASA units. The EWE also recommends changes or adjustments of missions as required to support the combat commander's concept of operation. The EWE

translates EEI and mission assignments into specific instructions for USASA units.

★d. Coordinates friendly EW and cryptologic operations. The EWE assigns missions to USASA units as required by the supported command. USASA units supporting adjacent commands coordinate with one another; however, when necessary, conflicting requirements are resolved through command channels. The EWE is responsible for obtaining and coordinating resolution of problems where EW operations conflict with operations of subordinate commands and units. The EWE coordinates and implements actions required by establishment of guarded, protected, or forbidden frequencies.

★e. Assists the EW/Cryptologic officer in the preparation of the EW portion of orders and plans. The EWE provides technical input to plans and orders required by TOC G3 element and by USASA staff agencies.

f. Interprets and advises on signal intelligence (SIGINT) and enemy EW operations. The EWE is responsible for continuous provision of up-to-date information. The EWE interprets these data in relation to the current situation and assists other TOC elements in determining the effect on individual areas or propensity as required.

L-21. Administration Section

a. The primary function of the administration section is to act as a message-screening agency and an administrative center for the TOC. Included in this mission are the functions of receiving, dispatching, and routing all record communications received at the TOC; recording and filing all record communication received and dispatched by the TOC, to include memorandums for record journal entries of messages received or disseminated directly by TOC elements; and assigning the communication means to be used for dispatch of record communications originated at the TOC; e.g., common user teletype, point-to-point teletype, motor messenger, air courier. The major tasks of the administration section are—

(1) To determine whether the TOC or some other agency within the headquarters

should receive these data; i.e., messages, letters, overlays, plans, reports.

(2) To determine disposition of data received in the TOC.

(3) To initiate followup actions to obtain information that should logically be available. For example, the administration section should maintain a suspense system to insure that periodic reports required by TOC elements are received on time and routed to the appropriate TOC element.

b. To accomplish its mission and functions, the administration section—

(1) Screens incoming communications and routes the information directly to the proper TOC staff element or elements. If necessary, communications are routed to the G3 element or G2 element for determination of action assignment.

(2) Coordinates internal TOC administration and operates an internal TOC distribution center.

tion and operates an internal TOC distribution center.

★L-22. Augmentation

Logistics, civil affairs, chemical, engineer, communications-electronics, or other representation will be established in the TOC when and as required. This requirement is anticipated only in operational situations where one or more of these combat support or combat service support functions assumes more than routine importance to the *current* tactical mission and where an increase in coordination or supervision is required. The chemical, biological and radiological element (CBRE) is formed by consolidating the CBR functions and personnel described for the G3 element and the FSE. FM 21-40 and FM 3-12 contain detailed information pertaining to organization, missions, functions, and capabilities of the CBRE.

Section VI. MANNING REQUIREMENTS

L-23. General

This section lists the personnel requirements for the type of organization shown in figure L-1, required to maintain sustained TOC operations at command echelons indicated. Personnel shown are not necessarily provided in current TOE. The commander may modify or realign this manning structure to meet his particular operational needs.

L-24. Division TOC

a. G3 element.

First shift:	Second shift:
1 MAJ, asst G3	1 Maj, asst G3
1 CPT, asst G3	1 CPT, asst G3
1 NCO, ops SGT	1 NCO, ops SGT
2 EM, ops asst	2 EM, ops asst
1 EM, clerk-typist	1 EM, clerk-typist

★b. G2 element.

First shift:	Second shift:
1 MAJ, asst G2	1 MAJ, asst G2
1 CPT, asst G2	1 CPT, asst G2
1 NCO, intel SGT	1 EM, intel sp
1 EM, intel asst	1 EM, intel asst
1 EM, clerk-typist	1 EM, clerk-typist

c. Fire support element.

First shift:	Second shift:
1 LTC, asst FSCoord	1 MAJ, asst FSCoord
1 CPT, tgt anal	1 CPT, tgt anal
1 CPT, arty intel off	1 CPT, cml off
1 CPT, cml off	1 sr NCO, intel SGT
1 sr NCO, ops SGT	1 NCO, FD cmpt
1 NCO, FD cmpt	1 NCO, NBC SGT
1 NCO, NBC SGT	
1 EM, clerk-typist	

Attachments: ANGLICO division naval gunfire team (when naval gunfire in support).

d. Tactical air support element.

First shift:	Second shift:
1 MAJ, G3 air	1 MAJ, G2 air
1 CPT, G2 air	1 CPT, G3 air
1 sr NCO, G2 air intel SGT	1 NCO, air intel SGT
1 NCO, G3 air ops SGT	1 sr NCO, G3 air ops SGT

ANGLICO division TACP (when Navy/Marine air in support).

e. Airspace control element.

First shift:	Second shift:
1 MAJ, avn off	1 MAJ, avn off
1 MAJ, AD ops off	1 CPT, AD ops off
1 sr NCO, ops SGT	1 NCO, ops SGT
1 NCO, AD ops SGT	1 NCO, AD ops SGT
1 EM, clerk-typist	

f. Electronic warfare element.¹

First shift:

1 CPT, ops off
1 sr NCO, ops SGT
1 sr NCO, ops SGT

Second shift:

1 CPT, ops off
1 LT, ops off
1 sr NCO, ops SGT

¹ Personnel for this element, as required, from attached USASA unit.

g. Administration Section.

First shift:

1 sr NCO, admin SGT
 1 EM, admin sp
 1 EM, clerk-typist

Second shift:

1 sr NCO, admin SGT
 1 EM, admin sp
 1 EM, clerk-typist

L-25. Corps TOC*a. G3 Element. 1 LTC, asst G3 (chief of element)*

First shift:

1 LTC, asst G3
 1 MAJ, asst G3, cml off
 1 MAJ, asst G3
 1 CPT, asst G3
 1 sr NCO, ops SGT
 2 EM, ops asst
 2 EM, clerk-typists

Second shift:

1 LTC, asst G3
 1 MAJ, asst G3
 1 CPT, asst G3
 1 NCO, ops SGT
 2 EM, ops asst
 2 EM, clerk-typists

b. G2 Element. 1 LTC, asst G2 (chief of element)

First shift:

1 MAJ, asst G2
 1 MAJ, asst G2 tgt off
 1 CPT, asst G2
 1 sr NCO, intel SGT
 1 EM, intel anal
 2 EM, clerk-typists

Second shift:

1 MAJ, asst G2
 1 CPT, asst G2 tgt off
 1 CPT, asst G2
 1 NCO, intel SGT
 1 EM, intel anal
 2 EM, clerk-typists

c. Fire Support Element. 1 LTC, asst FSCOORD (chief of element)

First shift:

1 MAJ, tm ch
 1 MAJ, cml off
 1 MAJ, nuc eff off
 1 CPT, arty intel off
 1 CPT, tgt anal
 1 sr NCO, ops SGT
 1 NCO, NBC ops SGT
 2 EM, ops sp
 1 EM, intel sp
 1 EM, clerk-typist

Second shift:

1 MAJ, tm ch
 1 MAJ, cml off
 1 CPT, arty intel off
 1 CPT, tgt anal
 1 NCO, ops NCO
 1 NCO, NBC ops SGT
 2 EM, ops sp
 1 EM, intel sp
 1 EM, clerk-typist

d. Tactical Air Support Element.

First shift:

1 LTC, G3 air
 1 MAJ, asst G2 air
 1 sr NCO, G3 air ops SGT
 1 NCO, air intel SGT
 1 EM, clerk-typist

Second shift:

1 LTC, G2 air
 1 MAJ, asst G3 air
 1 NCO, G3 air ops SGT
 1 NCO, air intel SGT

e. Airspace Control Element.

First shift:

- 1 LTC, sr avn off
- 1 MAJ, AD ops off
- 1 CPT, avn off
- 1 CPT, AD ops off
- 1 NCO, ops SGT
- 1 NCO, AD ops SGT
- 1 EM, clerk-typist

f. Electronic Warfare element.¹

First shift:

- 1 MAJ, EW/SIGINT ops off
- 2 NCO, SIGINT ops
- 2 NCO, EW ops

g. Administration Section.

First shift:

- 1 sr NCO, admin NCO
- 2 EM, admin sp
- 2 EM, clerk-typists

Second shift:

- 1 LTC, sr AD off
- 1 MAJ, AD ops off
- 1 MAJ, avn off
- 1 CPT, AD ops off
- 1 sr NCO, AD ops SGT
- 1 NCO, ops SGT
- 1 NCO, AD ops SGT
- 1 EM, AD ops asst

Second shift:

- 1 MAJ, EW/SIGINT off
- 2 NCO, SIGINT ops
- 2 NCO, EW ops

Second shift:

- 1 sr NCO, admin NCO
- 2 EM, admin sp
- 2 EM, clerk-typists

L-26. Field Army TOC

a. G3 Element. 1 COL, asst G3 (chief of element)

First shift:

- 1 LTC, asst G3
- 1 LTC, action off
- 1 LTC, asst G3, cml off
- 1 MAJ, asst G3
- 1 sr NCO, ops SGT
- 1 NCO, ops SGT
- 2 EM, ops asst
- 3 EM, clerk-typists

Second shift:

- 1 LTC, asst G3
- 1 LTC, action off
- 1 MAJ, asst G3
- 1 sr NCO, ops SGT
- 1 NCO, ops SGT
- 2 EM, ops asst
- 3 EM, clerk-typists

b. G2 Element. 1 COL, asst G2 (chief of element)

First shift:

- 1 LTC, asst G2
- 1 MAJ, asst G2
- 1 MAJ, asst G2 (air tgt)
- 1 MAJ, asst G2, cml off
- 1 NCO, asst intel SGT
- 2 EM, intel anal
- 2 EM, intel clerks
- 2 EM, clerk-typists

Second shift:

- 1 LTC, asst G2
- 1 MAJ, asst G2
- 1 MAJ, asst G2 (air tgt)
- 1 NCO, asst intel SGT
- 1 EM, intel anal
- 1 EM, ops asst
- 1 EM, intel clerks
- 2 EM, clerk-typists

¹ Personnel for this element, as required, from attached USASA unit.

c. Fire Support Element. 1 COL, ops off (chief of element)

First shift:

1 LTC, asst ops off
 1 LTC, asst G2 cml off
 1 MAJ, nuc eff off
 1 CPT, asst intel off
 1 sr NCO, ops SGT
 1 NCO, NBC ops SGT
 1 EM, ops sp
 1 EM, clerk-typist

Second shift:

1 LTC, intel off
 1 MAJ, asst ops off
 1 MAJ, asst G3 cml off
 1 CPT, asst ops off
 1 NCO, ops SGT
 1 NCO, NBC ops SGT
 1 EM, ops sp
 1 EM, clerk-typist

d. Tactical Air Support Element.

First shift:

1 COL, G3 air
 1 LTC, asst G3 air
 1 LTC, asst G2 air
 1 MAJ, asst G2 air recon
 1 MAJ, asst G2 air
 1 NCO, air intel SGT
 1 NCO, ops SGT
 1 EM, clerk-typist

Second shift:

1 COL, G2 air
 1 LTC, asst G3 air
 1 LTC, asst GT air
 1 MAJ, asst G3
 1 MAJ, asst G2 air recon
 1 EM, G2 air ops asst
 1 NCO, ops SGT
 1 EM, clerk-typist

Attachments: Air Force TACP.

e. Airspace Control Element.

First shift:

1 COL, sr avn off
 1 LTC, AD ops off
 1 MAJ, AD ops off
 1 MAJ, avn off
 1 NCO, AD ops SGT
 1 NCO, ops SGT
 2 EM, clerk-typists

Second shift:

1 COL, AD off
 1 LTC, AD ops off
 1 LTC, avn off
 1 MAJ, AD ops off
 1 sr NCO, AD ops SGT
 1 EM, AD ops asst
 1 NCO, ops SGT
 1 NCO, AD ops SGT
 1 EM, clerk-typist

f. Electronic Warfare element.¹

First shift:

1 LTC, EW/SIGINT ops
 2 sr NCO, SIGINT ops SGT
 2 sr NCO, EW ops SGT

Second shift:

1 LTC, EW/SIGINT ops off
 2 sr NCO, SIGINT ops SGT
 2 sr NCO, EW ops SGT

g. Administration Section.

First shift:

1 CPT, admin off
 1 sr NCO, admin SGT
 3 EM, admin sp
 3 EM, clerk-typists

Second shift:

1 LT, admin off
 1 sr NCO, admin SGT
 3 EM, admin sp
 3 EM, clerk-typists

¹ Personnel for this element, as required, from attached USASA unit.



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By Order of the Secretary of the Army:

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APPENDIX H

ORDERS AND ANNEXES TO ORDERS

(STANAG's 2014, 2027, 2031, 2032, 2041 and 2098)

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Section I. GENERAL

H-1. General

Chapter 8 contains general information pertaining to orders. This appendix contains information pertaining to the format and content of orders and annexes to orders. Typical examples are included.

H-2. Operation Order

The general description and contents of each element of the format for the operation order are summarized in figure H-1. Example operation orders are shown in section II of this appendix.

★H-3. Administrative/Logistics Order

The general description and contents of each element of the administrative/logistics order are summarized in figure H-2. An example

administrative/logistics order is shown in section III of this appendix.

H-4. Other Orders

An example fragmentary order, warning order, directive, and letter of instructions are shown in section III of this appendix.

H-5. Annexes

★Example annexes are shown in section IV of this appendix.

H-6. Standing Operating Procedure

A format for a standing operating procedure (SOP) is not prescribed. Figures H-3 and H-4 show a format and an explanation for an SOP, tactical command, and an SOP, combat service support command, which may be used as a guide in the preparation of an SOP.

Example H-25. Civil Affairs Annex to Field Army Administrative/
Logistics Order (Annex issued separately from the or-
der.)

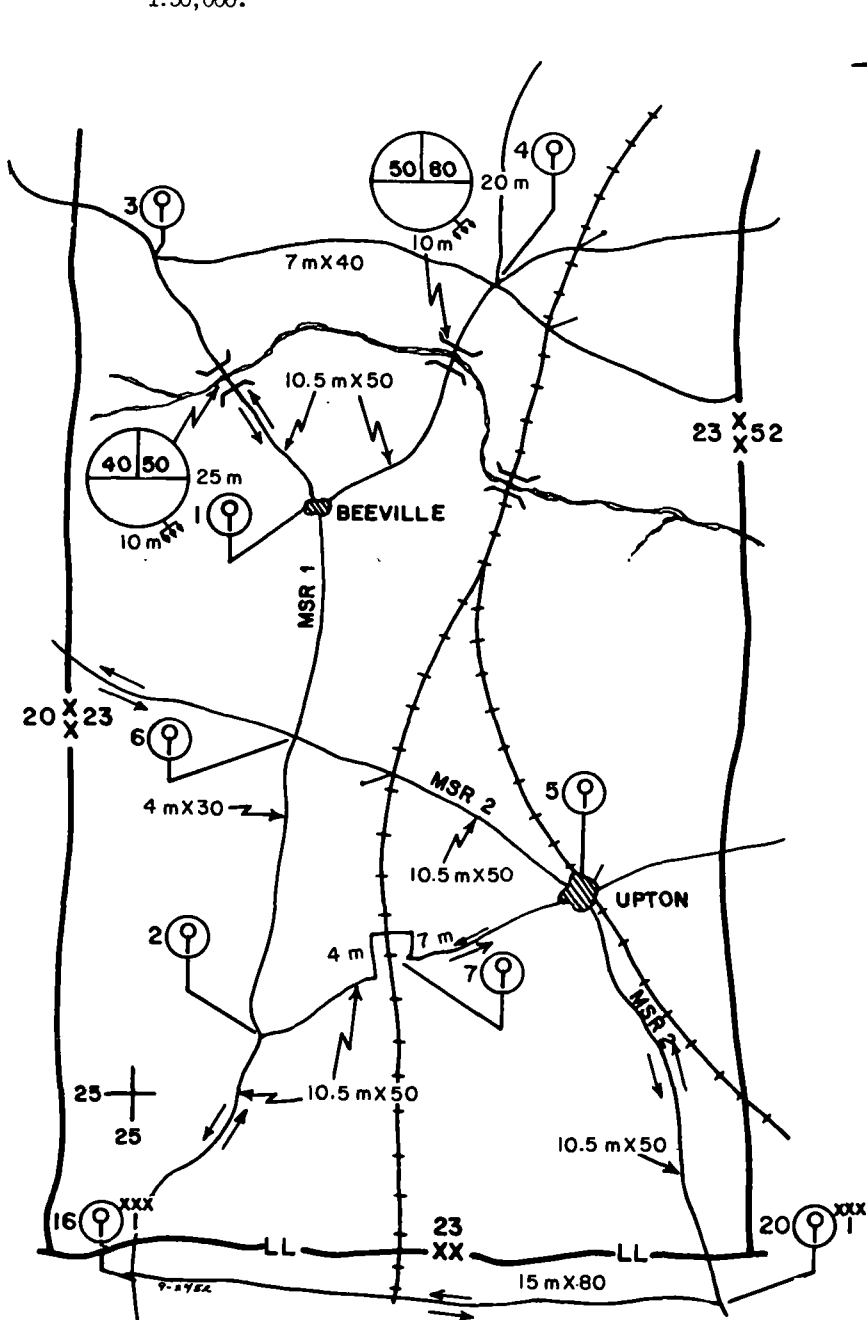
(To be published)

Example H-26. Traffic Circulation and Control Appendix to Armored Division Service Support Annex

(Classification)

APPENDIX 1 (TRAFFIC CIRCULATION AND CONTROL) to ANNEX E (SERVICE SUPPORT) to
OPORD 14--23d Arm'd Div

Reference: Map, Series V762 UNITED STATES, Sheet 4071 (UPTON), Edition 3-AMS,
1:50,000.



(Classification)

8/8c³

Example C-10. Civil-Military Operations Estimate, Field Army

(To be published)

Example C-11. Psychological Operations Estimate, Field Army

(To be published)

S/S Page Ch 1

CHAPTER 1 GENERAL

Section I. INTRODUCTION

1-1. Purpose

This manual prescribes doctrine for staff organization and procedure. Its purpose is to assist commanders and staff officers in the organization and operation of headquarters. *It is not a guide for employing forces or a description of specific command duties.*

1-2. Scope

a. The contents of this manual are applicable to—

- (1) General war.
- (2) Limited war.
- (3) Cold war, to include stability operations.

b. The organizational and procedural information covers the primary fields of staff operation.

c. The manual applies primarily to the Army in the field. With appropriate modification, it also applies to other Army commands and to Army elements of joint and combined headquarters.

d. The specific staff organization and the staff officers' responsibilities and duties outlined in this manual are those most commonly used in the U.S. Army. However, a commander may deviate from the guidance contained herein to conform with his mission and with the resources available to accomplish his mission.

e. This manual is in consonance with the following international standardization agreements, which are identified by type of agreement and number at the beginning of each appropriate chapter in the manual: STANAG 1001, *Standardized System of Numbering Days and Hours Relative to a Given Operation*; STANAG 2014, *Operation Orders*; STANAG

2020, *Operational Situation Reports*; STANAG 2022, *Intelligence Reports*; STANAG 2029, *Method of Describing Ground Locations, Areas, and Boundaries*; STANAG 2032, *Format for Administrative/Logistic Orders*; STANAG 2041, *Operational Road Movement Orders, Tables, and Graphs*; STANAG 2098, *Intelligence Annex to Operation Orders*; STANAG 2103, *Reporting Nuclear Detonations, Radioactive Fallout, and Biological and Chemical Attacks*; and STANAG 2118, *Intelligence Estimate*.

Note. During preparation of this manual a new class of supply structure was approved. Whereas the new structure prescribes ten classes of supply, the discussion in this manual retains the previous five classes. The new ten classes will be incorporated in the future. See FM 101-10-1 for further information concerning the ten classes of supply.

1-3. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to the Commanding General, U.S. Army Combat Developments Command Institute of Combined Arms and Support, Fort Leavenworth, Kansas 66027. Originators of proposed changes that would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commanding General, U.S. Army Combat Developments Command, Fort Belvoir, Virginia 22060, to facilitate review and followup.

Section II. STAFF PRINCIPLES

1-4. The Commander's Need for Assistance

a. The commander must use available resources in a manner that contributes to the accomplishment of his mission. He plans, organizes, directs, coordinates, and controls his military forces. He uses his staff and subordinate commanders to accomplish all these tasks in the time and manner required.

b. The commander reduces the demands on his time and energy by decentralizing authority and making subordinate commanders responsible for carrying out assigned tasks and missions. This chain of command enables him to direct and supervise the execution of his plan without becoming involved in the details of planning, directing, and controlling the actions of each of the subordinate elements.

c. Decentralized planning and execution result in the requirement for the commander to obtain assistance in processing and distributing information, in developing estimates and plans, in coordinating the command effort, and in supervising the execution of his decisions. The commander appoints deputy or assistant commanders and organizes a staff to assist him.

1-5. Deputy and Assistant Commanders

a. The commander establishes definite procedures for using deputy and assistant commanders. He prescribes their roles and duties and their relationships with the chief of staff, the staff, and commanders of subordinate units. Deputy and assistant commanders must keep informed of operations so that they can assume command, if necessary, and continue operations without a break in the logical sequence of command guidance, planning, decision, and execution. The commander informs them of his plans, intentions, goals, and problems and the chief of staff distributes information on the status of staff actions. Typical tasks that a deputy or assistant commander may perform include—

(1) Advising the commander on selected activities as required.

(2) Acting as command representative on joint matters.

(3) Acting as troubleshooter by supervising unusual situations.

(4) Supervising tactical operations and training or combat service support operations and training.

(5) Functioning as deputy post commander when the commander also commands a post.

(6) Acting as chief umpire or director of Army training tests, maneuvers, and exercises.

(7) Commanding during the commander's temporary absence.

(8) Heading a planning staff for future operations or special projects.

(9) Commanding a task force.

(10) Serving as materiel readiness officer of the command.

(11) Commanding an alternate command post established for tactical operations.

b. A deputy or assistant commander normally has no staff. When he has specific responsibilities, he receives assistance from the staff as prescribed by the commander. When the deputy or assistant commander needs a staff, the commander may detail officers from his headquarters or from subordinate units to assist the deputy commander, or the commander may make a subordinate unit's headquarters available to him.

c. Deputy and assistant commanders may give orders to the chief of staff or his assistants only when and within the limits the commander authorizes. They may go to the staff at any time, however, for advice or assistance.

d. Deputy and assistant commanders normally are not part of the chain of command. The commander delineates their relationship to subordinate units, or it is established by their assigned tasks and the units made available to them to accomplish these tasks.

1-6. Composition of the Staff

a. The staff consists of officers who are specifically ordered or detailed to assist the commander. These officers may be assigned for full-time duty or for dual duty. (A unit commander may perform staff duties in addition to his command duties.) Dual-duty assignments should be limited to preserve integrity of the line and staff (para 3-10d).

CHAPTER 3 STAFF ORGANIZATION

Section I. GENERAL

3-1. Objective of Staff Organization

A military staff is a single, cohesive unit organized to help the commander accomplish his mission. The principles of unity of command and direction, span of control, delegation of authority, and grouping of compatible and related activities are applicable in organizing staffs. To this end, the staff is organized and operates to—

- a. Respond immediately to the needs of the commander and subordinate units.
- b. Keep informed of the situation and consider all pertinent factors.
- c. Reduce the time needed to control, integrate, and coordinate operations.
- d. Reduce chances for error.
- e. Relieve the commander of supervisory details in routine matters.

3-2. Considerations in Organizing Military Staffs

The following interrelated considerations affect staff organization:

- a. *Mission.* The command mission is the fundamental consideration in organizing a staff and determines what activities are necessary to accomplish the mission. These activities, in turn, determine command and staff interests and affect the commander's delegation of authority.
- b. *Broad Fields of Interest.* Regardless of the command mission, command interests within the Army in the field usually can be

divided into five broad fields—personnel, intelligence, operations, logistics, and civil affairs (CA). However, the relative importance and the functional areas needed in these five fields vary with the mission, the level of command, and the environment. A sixth field, comptroller, may be added at higher echelons of command (i.e., army group or theater army).

c. *Law and Regulation.* Army regulations and the Uniform Code of Military Justice establish special relationships between certain staff officers and the commander.

d. *Direct Control of Functional Areas.* The commander may desire to exercise personal control over functional areas that he considers particularly significant. When this is the case, the responsible staff officer reports directly to the commander rather than to the chief of staff. However, this does not relieve the staff officer from responsibility for keeping the chief of staff informed of his activities.

3-3. Principles of Staff Organization

The commander follows the principles of good staff organization by—

- a. Describing assigned responsibilities clearly.
- b. Delegating decisionmaking authority to officers at appropriate action levels commensurate with their assigned responsibility.
- c. Grouping related activities to save time and work.
- d. Establishing an effective span of control.

Section II. STAFF STRUCTURE

3-4. General

A commander may include any or all of three different groups—coordinating, special, and

personal—in his staff organization, depending on his needs. He also may have a chief of staff to direct and supervise the staff.

a. The *coordinating staff group* assists the commander by coordinating the plans, duties, and operations of all command elements. It also coordinates all activities to insure the most efficient employment of the force as a whole. This group is organized into sections that generally parallel the command's broad fields of interest (para 3-2b). It consists of the chiefs of the divisions or sections, called coordinating staff officers, and officer assistants to these chiefs. The officer assistants are staff officers, but are not called coordinating staff officers. Their respective chiefs determine the duties of the officer assistants.

b. The *special staff group* assists the commander in professional, technical, and other functional areas included in, but narrower than, the broad fields of interest of the coordinating staff. It is organized into sections generally comparable to the professional, technical, and other special functional areas in the command. This group consists of the section chiefs, called special staff officers, and their officer assistants. Their respective chiefs determine the duties of the officer assistants.

c. The *personal staff group* assists the commander in personal matters or in specific functional areas. Personal staff officers are those officers selected by the commander to serve as his aides or whose activities he desires to coordinate and administer directly rather than through the chief of staff. They assist the commander directly rather than as members of the coordinating staff or special staff. In

most cases, however, these staff officers divide their time between the commander's personal staff and either the coordinating staff group or the special staff group. The inspector general, and staff judge advocate are members of the commander's personal staff. Chapter 4 indicates other officers who are frequently selected to be personal staff officers and contains a discussion of their responsibilities and duties.

3-5. General Staff Structure

Figure 3-1 shows a typical general staff structure. It includes all three staff groups. The number of staff chiefs and assistants in each group will vary at different echelons. A chief of staff is a characteristic of this staff structure. The coordinating staff officers are designated assistant chiefs of staff (ACofS).

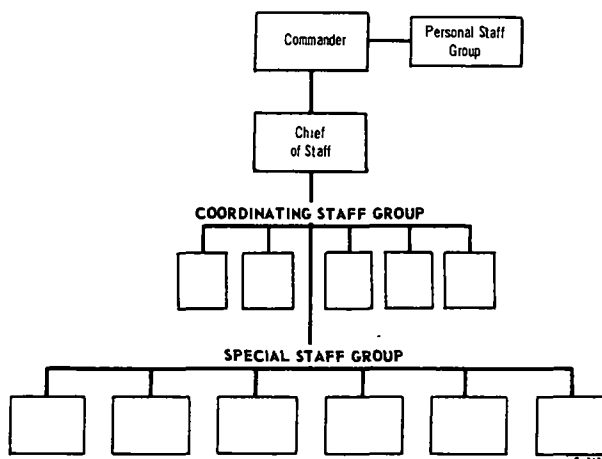


Figure 3-1. Typical general staff structure.

Section III. STAFFS OF MAJOR U.S. ARMY TACTICAL FIELD COMMANDS

3-6. General

The major tactical headquarters in the field are division, corps, field army, army group, and theater army.

3-7. Organization and Composition

a. The basic organizational structure of major tactical headquarters staffs is the general staff (para 3-5).

b. The basic components of these staffs are a chief of staff, coordinating staff group, special staff group, and personal staff group. The

specific organization and composition of a theater army or an army group staff are primarily according to the table of distribution and allowances (TDA) for the particular headquarters. At field army, corps, and division levels, the organization and composition are largely according to tables of organization and equipment (TOE). However, the commander may organize his staff in any way he desires within authorized personnel limitations. Figure 3-2 shows typical staffs.

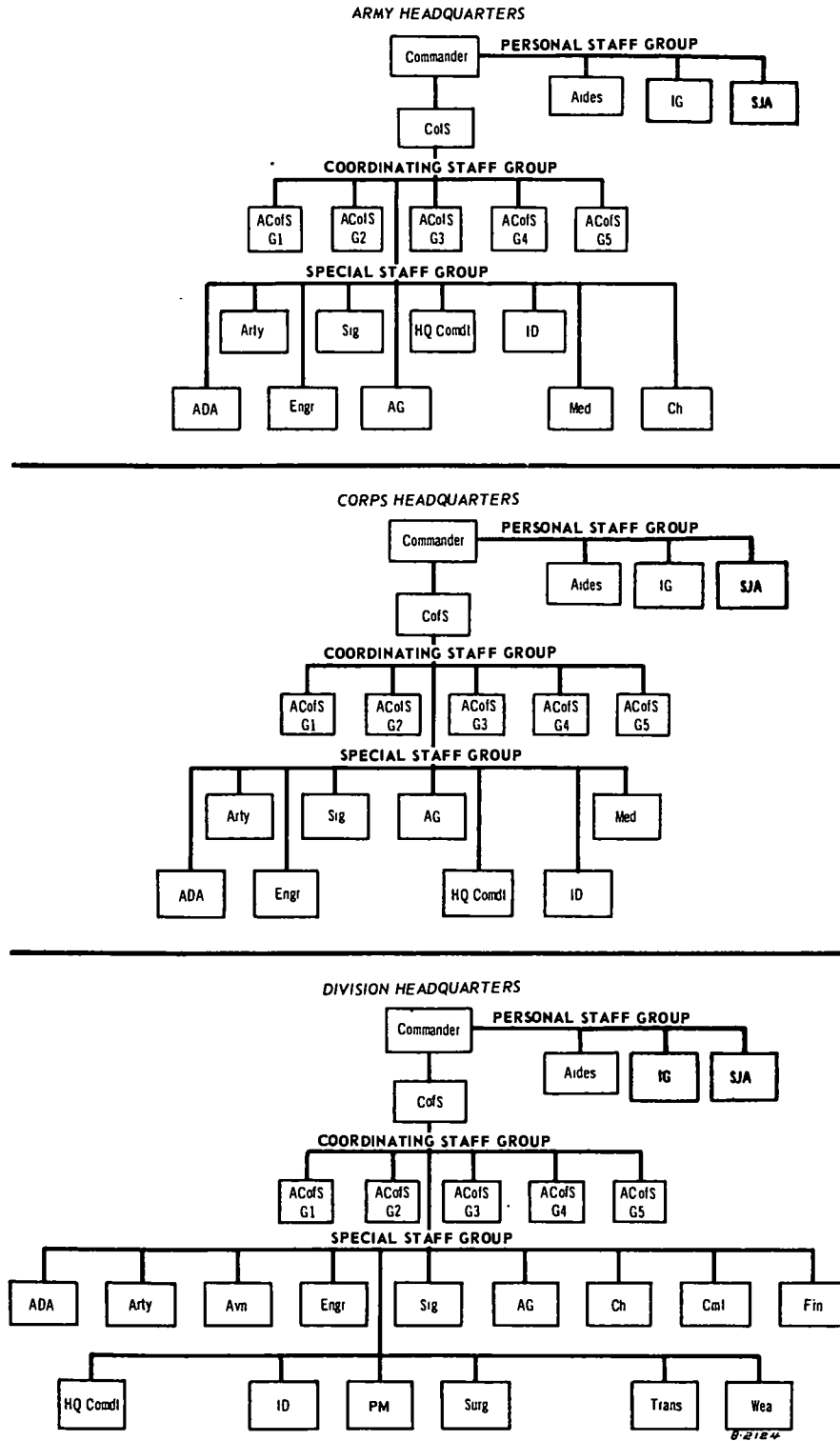


Figure 3-2. Typical staffs, headquarters, tactical commands.

3-8. Chief of Staff

a. The chief of staff is the commander's principal staff assistant and advisor.

b. He is the senior member and head of the staff. He is responsible for the execution of staff tasks and the efficient response of staff members. He also coordinates general and special staff group efforts (para 4-3 and 4-4). The commander may delegate to him authority that amounts to command of the staff.

c. The chief of staff may have one or more assistant or deputy chiefs of staff.

3-9. General Staff Officers

a. General staff officers are the coordinating staff officers (para 3-4). These officers and their assistants comprise the coordinating staff group.

b. General staff officers are the commander's principal staff assistants in designated broad fields of interest (para 3-2b) or in functional areas, depending on the command headquarters. Collectively, they have staff responsibility for the commander's entire field of responsibilities, except in those functional areas the commander decides to control personally or in areas reserved by law for specific staff officers.

c. With the exception of the comptroller, all principal staff officers in tactical command staffs are designated ACofS's as follows:

- (1) ACofS, G1, personnel.
- (2) ACofS, G2, intelligence.
- (3) ACofS, G3, operations.
- (4) ACofS, G4, logistics.
- (5) ACofS, G5, CA.

The abbreviated designations (G1, G2, G3, G4, and G5) are used more often than the formal designations, and tactical command staffs are often called "G" staffs.

d. Although the extent of staff activities varies with the headquarters echelon (para 3-23), functional area responsibilities of ACofS's are uniform within each designation (para 4-5 through 4-10).

e. The ACofS's and the comptroller are advisors, planners, coordinators, and supervisors. They concentrate on estimating the situation and on planning. They avoid getting involved in details of unit operations, services, and activities, which are special staff officer and subordinate commander responsibilities.

f. The ACofS's and the comptroller are responsible for overall coordination of actions. They also insure that related special staff activities are coordinated and integrated with operations. Although each works in a specified field, there is considerable overlapping of interests. When this overlap is extensive, the chief of staff assigns definite responsibilities to each ACofS. These assignments include *primary* responsibility for coordination.

(1) The chief of staff assigns primary general staff responsibility for a specific functional area to an ACofS or to the comptroller. This staff officer becomes the chief of staff's principal assistant in insuring that the commander's plans for that functional area are carried out.

(2) It is normal for other coordinating staff officers to have a direct interest in a functional area designated as the primary general staff responsibility of another staff officer. For example, training is a primary general staff responsibility of the operations officer; however, the intelligence officer is directly concerned with intelligence training and the logistics officer with maintenance training. In such instances, clear definition of staff responsibilities insures strict adherence to basic principles of organization. When a general staff officer needs to supervise a functional area that is not his primary responsibility, he does so in coordination with the staff officer having primary general staff responsibility. Such supervision does not affect the fundamental responsibility of the officer assigned primary general staff responsibility.

g. General staff officers are directly responsible to the chief of staff; however, the commander frequently consults them directly. In these cases, they report to the chief of staff any information given by or received from the commander.

3-10. Special Staff Officers

a. Although TOE or TDA prescribe the numbers and types of special staff officers in field command staffs, the commander may adjust these personnel allowances. He establishes only those special staff sections needed to accomplish the mission, or he combines or allocates duties to meet special circumstances.

b. The chief of staff, assisted by the general staff officers, supervises, directs, and coordinates the activities of special staff officers (e below).

c. Special staff officers assist the commander and staff by performing the basic functions of all staff officers (para 1-7). They also—

(1) Provide the commander and staff with information, estimates, and recommendations in their specialized fields.

(2) Assist general staff officers in preparing plans, orders, and reports.

(3) Supervise command activities in their special technical fields.

(4) Plan and supervise training in their own staff sections and, within their functional fields, assist in supervising training throughout the command.

d. A special staff officer may have authority to perform specified functions of command over designated units. He also may be a commander and perform both staff and command functions. These two functions have different responsibilities and duties. They are separate and distinct functions that must be performed separately.

e. Functional areas and responsibilities of staff officers often overlap. This makes coordination all important. Each ACofS, and the comptroller, has the *primary* responsibility for coordinating those special staff activities that fall within his broader functional area of responsibility. Special staff officers also consult and coordinate with all other interested staff officers.

f. The duties and responsibilities of selected special staff officers are in paragraphs 4-27 through 4-56. Some of the duties and responsibilities do not apply at certain command levels. The headquarters echelon to which a special staff officer is assigned is a consideration when

these listed duties and responsibilities are used. The theater army staff, for instance, plans and coordinates and normally does not conduct operations; thus, duties and responsibilities associated with the conduct of operations normally are not applicable at the theater army level. Information on operations at theater army, army group, field army, and corps levels is in FM 100-15. Information on operations at division level is in FM 61-100 and FM 54-2.

3-11. Personal Staff Officers

Paragraph 3-4c contains a discussion of the personal staff; chapter 4 contains responsibilities and duties of personal staff officers.

3-12. Liaison Officers

a. Liaison officers normally work under the direction of the chief of staff or his representative.

b. Liaison officers represent their commander at other headquarters. Through personal contact, they promote cooperation and coordination of effort and exchange essential information. Tactical field commands require continuing liaison, but the number of liaison officers varies in different commands and different situations.

3-13. Assistants and Deputies

The chief of staff and each coordinating, special, and personal staff officer normally have assistants or deputies.

a. An assistant is a planner, advisor, and coordinator. He does not have his chief's authority unless it has been specifically delegated to him.

b. A deputy has authorization to act for his superior within designated limits. His authority is normally limited to a particular field and may be specified in his title.

Section IV. STAFFS OF MAJOR U.S. ARMY COMBAT SERVICE SUPPORT FIELD COMMANDS

3-14. General

The major combat service support headquarters in the field are the theater army support command (TASCOM) and the field army support command (FASCOM). Subordinate commands of the TASCOM (e.g., supply and maintenance command and the area support com-

mand) and the FASCOM (e.g., the support brigades) use a general staff-type structure similar to that used by TASCOM and FASCOM headquarters.

3-15. TASCOM Staff

a. *General.* The TASCOM plans and executes missions assigned by the theater army com-

mander. The TASCOT staff develops and provides overall plans, policies, priorities, and allocations to subordinate operating commands and coordinates their activities. Headquarters, TASCOT, does not become involved in day-to-day or detailed operations, planning, implementation, or management except as necessary to carry out the TASCOT commander's missions.

b. Organization and Composition.

(1) The TASCOT has a general staff-type organizational structure (para 3-5).

(2) A TOE prescribes the specific organization and composition of the TASCOT staff. However, the TASCOT commander may organize his staff as he desires within authorized personnel limitations. Figure 3-3 shows a typical TASCOT staff. FM 54-7 contains details on current TASCOT staffs.

c. Chief of Staff. Paragraph 3-8 contains a discussion of the position of chief of staff, and paragraphs 4-3 and 4-4 contain his duties and responsibilities.

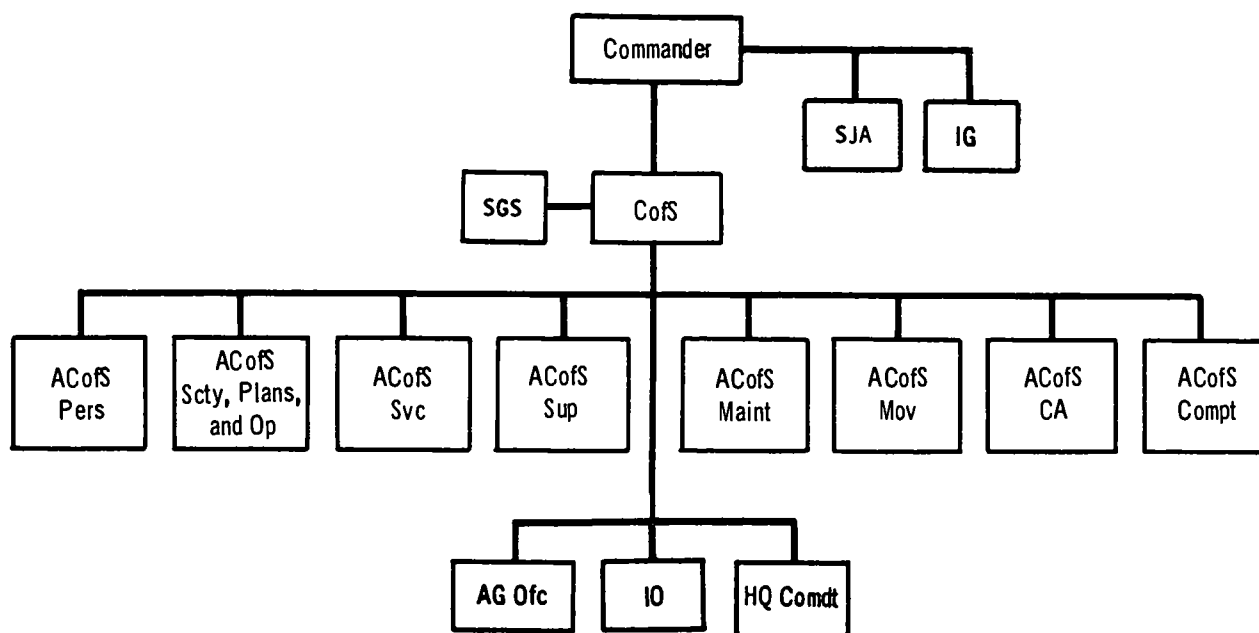


Figure 3-3. Typical staff, headquarters, TASCOT.

d. General Staff Officers.

(1) These coordinating staff officers at the TASCOT headquarters are ACoF's. Their specific designations are as follows:

- (a) ACoF, personnel.
- (b) ACoF, security, plans, and operations.
- (c) ACoF, services.
- (d) ACoF, supply.
- (e) ACoF, maintenance.
- (f) ACoF, movements.
- (g) ACoF, CA.
- (h) ACoF, comptroller.

(2) The discussion of coordinating staff officers of the tactical headquarters staff in paragraphs 3-6 through 3-13 (except for para 3-9c) applies to the TASCOT headquarters staff.

(3) Paragraphs 4-11 through 4-18 contain the duties and responsibilities of the TASCOT ACoF's.

e. Personal Staff Officers. Paragraph 3-4c contains a discussion of the personal staff; chapter 4 contains responsibilities and duties of personal staff officers.

f. Liaison Officers. There is habitual liaison

between the TASCOM and theater army headquarters and with other commands as required. Paragraphs 3-12 and 4-44 are applicable to the TASCOM headquarters liaison officers.

g. Assistants and Deputies. Paragraph 3-13 is applicable to the TASCOM headquarters assistants and deputies.

3-16. FASCOM Staff

a. Organization and Composition.

(1) The FASCOM has a general staff-type organizational structure (para 3-5).

(2) A TOE prescribes the specific organization and composition of the FASCOM staff, but the FASCOM commander may vary the organization (within authorized personnel limitations) to meet his needs. Figure 3-4 shows typical FASCOM staff. FM 54-3 contains details on the FASCOM headquarters staff.

b. Chief of Staff. Paragraph 3-8 contains a discussion of the position of chief of staff, and paragraphs 4-3 and 4-4 contain his duties and responsibilities.

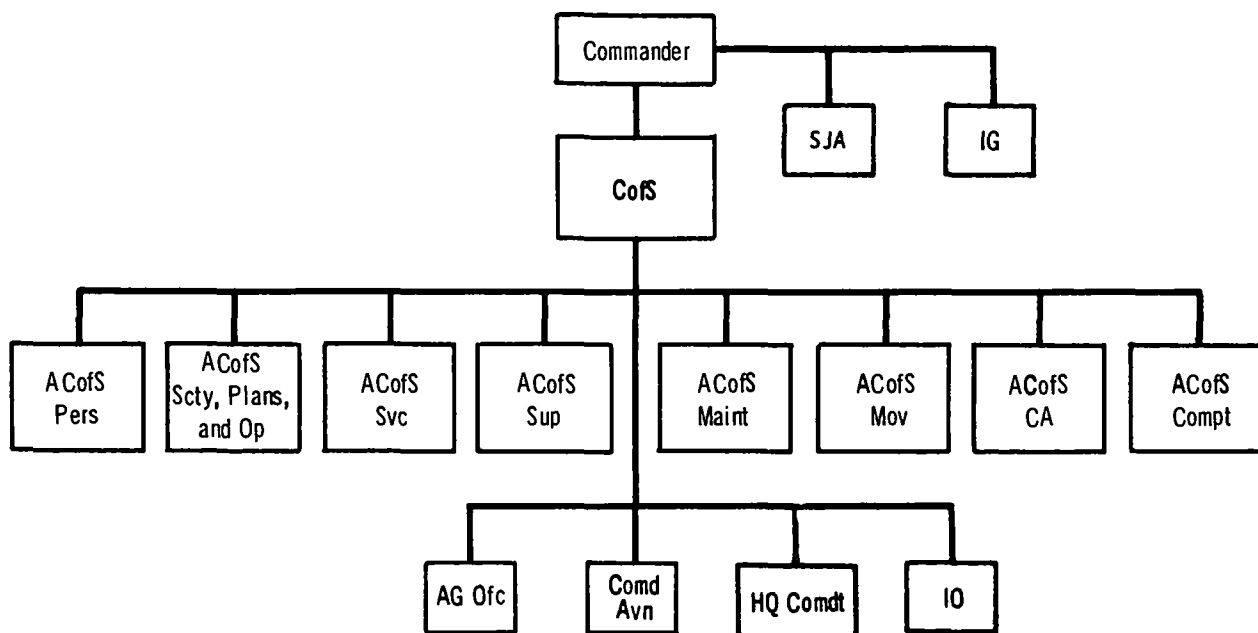


Figure 3-4. Typical staff, headquarters, FASCOM.

c. General Staff Officers.

(1) The designations, titles, and functional areas of responsibility of these coordinating staff officers on the FASCOM headquarters staff are similar to those of coordinating staff officers in the TASCOM headquarters (para 3-15d).

(a) The FASCOM headquarters coordinating staff officers are designated ACofS's.

(b) The primary mission of the FASCOM is to provide combat service support to the field army. This requires a functional division of responsibility at general staff level similar to that in the TASCOM headquarters.

(2) Specific designations of the FASCOM headquarters coordinating staff officers are as follows:

- (a) ACofS, personnel.
- (b) ACofS, security, plans, and operations.
- (c) ACofS, services.
- (d) ACofS, supply.
- (e) ACofS, maintenance.
- (f) ACofS, movements.
- (g) ACofS, CA.
- (h) ACofS, comptroller.

(3) Except for differences in title designations and division of functional responsibilities

ities, the discussion of tactical field command staffs in paragraphs 3-6 through 3-13 applies to the FASCOM headquarters coordinating staff officers.

(4) Chapter 4 contains the duties and responsibilities of the ACofS's.

d. Personal Staff Officers. Paragraph 3-4c contains a discussion of personal staff officers.

Chapter 4 contains their responsibilities and duties.

e. Liaison Officers. The information in paragraph 3-15f is applicable to the FASCOM liaison officers.

f. Assistants and Deputies. The information in paragraph 3-13 is applicable to the FASCOM assistants and deputies.

Section V. SMALLER UNIT STAFFS

3-17. General

Units smaller than division that are authorized a headquarters staff are the corps artillery, brigade, regiment (group), division artillery, division support command, and battalion (squadron).

3-18. Organization and Composition

a. The TOE for each type of unit specifies the unit's staff organization and composition. However, within authorized personnel limitations, the unit commander may organize his staff in accordance with his particular needs. Figure 3-5 shows a typical smaller unit staff organization. Applicable TOE and organizational field manuals provide detailed information on the organization and composition of the staffs of smaller units.

b. A CA staff officer (S5), with appropriate assistants, will be established in each combat brigade, or comparable unit, and in each battalion-size unit deployed to combat insurgency or for other cold war missions.

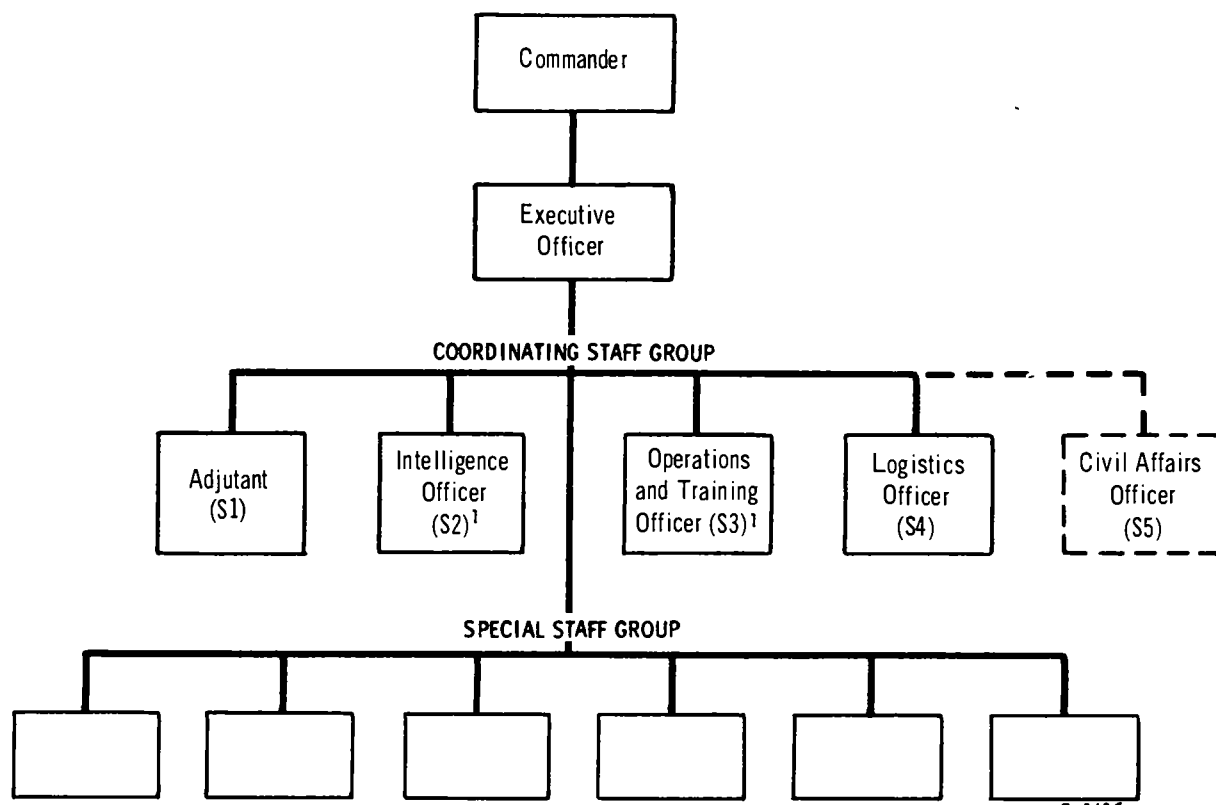
c. Smaller combat service support unit staffs may have coordinating staff offices with func-

tional areas of interest that differ from those shown in figure 3-5, and which are more suited to the unit mission. In some smaller combat service support unit headquarters, such as the field depot and the area support group headquarters, the coordinating staff officers may be designated as directors, although such designation does not necessarily indicate more staff authority or the lack of a special staff.

3-19. Functions, Duties, and Responsibilities

a. Staff functions of the smaller unit staff are generally the same as those for higher staffs discussed in preceding paragraphs. However, the operational nature of smaller unit missions requires some modification. The advisory, planning, coordinating, and supervisory staff activities of the smaller unit are highly accelerated, abbreviated, and mostly informal, but the basic objectives and staff relationships remain similar to those at higher echelons (para 3-1 through 3-13).

b. Paragraphs 4-63 and 4-64 contain a discussion of the duties and responsibilities of selected unit staff officers.



¹In combat service support units, the functions of the S2 and the S3 are usually consolidated under one staff officer (S2/S3). Additional coordinating staff officers may be included, depending on the mission of the command.

LEGEND

[] When authorized by the Department of the Army or the theater commander. (Normally authorized in combat brigades and battalions engaged in, or preparing for, stability operations.)

Figure 3-5. Typical smaller unit staff.

Section VI. STAFFS OF JOINT AND COMBINED COMMANDS

3-20. Joint Commands

a. Provisions in JCS Pub 2 direct that a unified command commander have a joint staff, while the commander of a specified command, a joint task force, or other type of joint command may be directed by his establishing authority to—

(1) Form a joint staff; or

(2) Augment his own staff by assigning or attaching thereto officers from Services other than his own in such numbers and in such appropriate positions as to give balanced representation to all Services involved.

b. A joint staff reasonably balances members, experience, influence of position, and rank among the Services concerned. The joint staff also has balance with regard to the composition and combat contribution of the forces and the character of the operations to insure that the commander has adequate assistance on the tactics, techniques, capabilities, needs, and limitations of each component part of the force. There should be a joint staff below theater level to prosecute the land battle only when significant forces of two or more Services are involved.

c. An augmented staff normally follows the structure of the staff of the commander concerned. While the augmented staff is not a joint staff, the principles for the operation of a joint staff are applicable.

d. JCS Pub 2 includes the basic principles, joint staff organization, and joint staff functions.

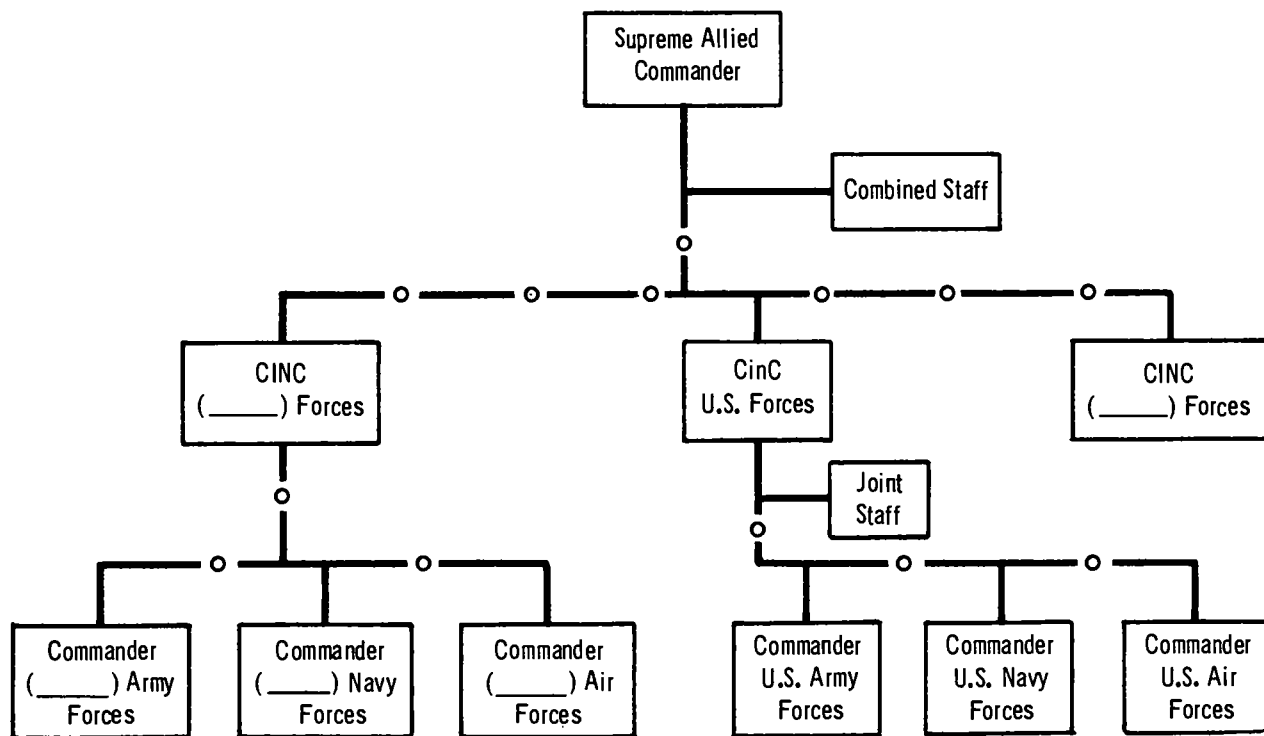
3-21. Combined Commands

a. Organizational principles for combined command staffs are the same as those for other types of staffs. However, there are several considerations in organizing a combined command staff. Most important is the extent of the commander's authority over national components accorded by the international agreements that establish his command. Directives must define

the commander's authority and responsibilities in exercising administrative (including logistic and disciplinary) and operational control over the combined forces. Other matters for consideration include differences in language and national interests, weapon systems, combat service support procedures, organizations, and national staff systems.

b. The type of command structure influences staff organization.

(1) One type of combined command structure groups forces by nationalities. It calls for each contributing nation to have balanced forces that can be assigned to a geographic area (fig. 3-6). When this structure is used, a combined staff is required only for the supreme allied commander's headquarters.



organization and capabilities must be flexible so that the section can respond to various situations that arise.

(2) Normally, the organization of operations sections is similar at comparable levels throughout tactical commands. Corps and higher echelons normally have a separate plans subdivision. At field army and higher levels, there is usually a separate subdivision to handle troop basis and organizational requirements.

(3) Combat service support commands include relatively few aspects of tactical operations in the operations functional area. All TASCOM and FASCOM headquarters staff combine operations and intelligence functional areas in the same staff section.

d. Logistic Functional Area.

(1) The logistics section of a tactical command headquarters provides information, advice, and recommendations for establishing logistic support priorities and allocations. The section assists subordinate echelons in obtaining support and insures that the command receives logistic support in accordance with the commander's intentions. The logistic functions of tactical headquarters can be performed best when the basic organizational patterns for logistics staff sections at all headquarters include—

- (a) Administration.
- (b) Plans and operations.
- (c) Supply.
- (d) Maintenance.
- (e) Services.
- (f) Movements.

(2) In combat service support command headquarters, staff activities in the logistic functional area are more encompassing than those in tactical headquarters. Separate general staff sections handle the staff activities that subsections handle at tactical headquarters. The staff organization includes the ACofS's, services; supply; maintenance; and movements.

e. CA Functional Area.

(1) The primary concern of the CA section is planning, coordinating, and supervising CA operations and relations between military forces and civilians. This section is a coordi-

nating staff section at command echelons down to and including divisions and comparable commands. In smaller units, a CA staff officer (S5) may be authorized for stability operations or other cold war missions; in the absence of an S5 section, the S3 plans and executes the necessary CA functions.

(2) The staff organization for CA activities should be sufficiently flexible to meet the particular needs of the command echelon and the area in which the section operates. The commander determines the area of operations, and the staff organization provides not only for contingencies of wartime but also for cold war conditions. FM 41-10 contains a detailed discussion of the CA functions included in (a) through (d) below.

(a) Governmental functions.

- 1. Tribunals.
- 2. Public safety.
- 3. Public health.
- 4. Public welfare.
- 5. Public finance.
- 6. Public education.
- 7. Labor.
- 8. Civil defense.
- 9. Civil administration.

(b) Economic functions.

- 1. Economics and commerce.
- 2. Food and agriculture.
- 3. Property control.
- 4. Civilian supply.

(c) Public facilities functions.

- 1. Public works and utilities.
- 2. Public communications.
- 3. Public transportation.

(d) Special functions.

- 1. Civil information.
- 2. Displaced persons, refugees, and evacuees.
- 3. Arts, monuments, and archives.
- 4. Religious relations.

f. Comptroller Functional Area. Basic functions assigned to comptrollers at all levels of command include management analysis, programming and budgeting, automatic data processing, internal review, statistical reporting and analysis, finance services, and reports control. The scope and complexity of these functions vary from formulation of plans and

policies at theater army headquarters to, when authorized, the operational control of automatic data processing facilities furnishing services to two or more organizational elements at lower levels of the combat service support command. The comptroller serves as the staff finance officer and also has operational control of the finance and accounting office when such an office is included in the TDA or the TOE unit to which he is assigned. Comptroller sections—

(1) Obtain administrative control and account for the funds needed to secure resources and facilities of the command.

(2) Assist in the overall management of men, money, and material resources and facilities of the command.

(3) Participate with other staff members in establishing objectives, policies, and organization of the command.

(4) Review and assess the effectiveness of the activities of the command in relation to its mission.

CHAPTER 4

RESPONSIBILITIES AND DUTIES OF STAFF OFFICERS (STANAG 2103)

Section I. INTRODUCTION

4-1. Purpose

The material in this chapter is a *guide* to commanders in organizing their staffs. The commander's desires, his needs, and available personnel cause variations in assignment of responsibilities and duties; however, the commander should not overlook the advantages of parallel structure and organization in commands working closely together.

4-2. Scope

a. This chapter describes the principal responsibilities and duties of staff officers assigned to division or higher echelon field command staffs.

b. It includes the various ways that responsibilities and duties are applied in various field commands with their different organizations and in the field manuals listed below.

(1) FM 30-5, *Combat Intelligence*.

(2) FM 31-23, *Stability Operations—U.S. Army Doctrine*.

(3) FM 41-10, *Civil Affairs Operations*.

(4) FM 54-2, *The Division Support Command*.

(5) FM 54-3, *The Field Army Support Command*.

(6) FM 54-4, *The Support Brigade*.

(7) FM 54-6, *The Area Support Command*.

(8) FM 54-7, *Theater Army Support Command (TASCOM)*.

(9) FM 61-100, *The Division*.

(10) FM 100-5, *Operations of Army Forces in the Field*.

(11) FM 100-10, *Combat Service Support*.

(12) FM 100-15, *Field Service Regulations—Larger Units*.

(13) FM 100-20, *Field Service Regulations—Internal Defense and Development (IDAD) (U)*.

c. This chapter also includes correlation of the responsibilities and duties of selected staff officers of units smaller than division with those of higher echelon staffs.

Section II. CHIEF OF STAFF

4-3. General

The relationship between the commander and his chief of staff normally is such that the chief of staff is able to reflect accurately the commander's desires in his absence or when the commander is involved with more important tasks.

4-4. Responsibilities

The chief of staff is the coordinator and supervisor of the general and special staffs. His role calls for directing staff activities to coordinate

action and free the commander from routine details so that the commander may devote his energy to problems that merit his attention. The chief of staff—

a. Directs, supervises, and coordinates the work of the staff. His responsibilities cover—

(1) Activities of all staff members except in those specific areas reserved by the commander.

(2) Relations among the various members of the staff.

(3) Relations between the staff and subordinate units and agencies.

b. Formulates and announces the staff operating policies.

c. Keeps the commander and staff informed on matters affecting the situation.

d. Represents the commander when authorized.

e. Receives the commander's decisions and sees that they are converted into orders by—

(1) Instructing the staff to prepare and issue implementing orders.

(2) Assigning specific staff officers the task of preparing detailed plans, orders, reports, and other staff actions.

(3) Reviewing staff actions to insure that they are adequate, integrated, and designed to produce the intended results.

(4) Approving actions or obtaining the commander's approval.

(5) Alerting subordinate unit commanders to the actions that will be required of them.

(6) Receiving additional decisions from the commander when unexpected problems arise.

f. Maintains the master policy file and insures that all instructions issued to the command agree with the commander's policies and plans; monitors the command standing operating procedure (SOP).

g. Insures that the commander's orders and instructions to the staff are carried out.

h. Requires that all staff officers inform him of any recommendations or information they give directly to the commander or of any instructions they receive directly from the commander. (Personal staff members are exempt unless the commander directs otherwise.)

i. Insures establishment of the required liaison.

j. Supervises operations of the war room, when established.

k. Exercises overall direction of the staff representatives in the tactical operations center (TOC).

Section III. GENERAL STAFF OFFICERS, TACTICAL FIELD COMMANDS

4-5. Assistant Chief of Staff, G1, Personnel

The assistant chief of staff (ACofS), G1, personnel, is the principal staff assistant to the commander in the administration and management of individuals (friendly and enemy, military and civilian) under U.S. military control. He also advises other staff officers and assists them in handling personnel problems in their particular functional areas. This assistance may include actual preparation of plans and some direct supervision. In *a* through *i* below, are indicated the activities in functional areas of administration and management for which the G1 has primary general staff responsibility.

a. Maintenance of Unit Strength.

(1) *Strengths.* Collecting, preparing, and presenting command strength status data and loss estimates.

(2) *Personnel records and reports.* Preparing records and reports showing the status of personnel matters in the command.

(3) *Replacements.*

(a) *Individual replacements.* Determining present and anticipated requirements; handling requisitions, allocations (according to priorities established by the commander), and administrative processing and movement of individual replacements; locating operating replacement units.

(b) *Unit replacements.* Determining the availability of unit replacements, requisitioning units (in coordination with the G3), and handling administrative processing.

b. Personnel Management.

(1) *Personnel procedures.* Supervising personnel procurement, classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, and rotation.

(2) *Prisoners of war and civilian internees.* Directing collection, protection, processing, evacuation, treatment, use, discipline, education, and repatriation of prisoners of war (PW) and civilian internees.

(3) *Civilian personnel.* Supervising loca-

tion of sources, procurement tasks, administration, and control of all types of civilian personnel (in coordination with the G5).

(4) *Safety*. Managing, planning, developing, and supervising all aspects of safety.

c. Manpower Management. All headquarters have manpower management functions, but these functions are most important at theater army and theater army support commands (TASCOM) and in others commands using bulk (tables of distribution and allowances (TDA)) manpower. These functions include—

(1) Determining military and civilian manpower requirements.

(2) Allocating manpower resources to subordinate commands and activities.

(3) Evaluating the uses of available manpower and developing policies and standards.

(4) Procuring and distributing personnel.

(5) Preparing and issuing TDA.

(6) Preparing the personnel estimate.

d. Development and Maintenance of Morale.

(1) *Personnel services*. Overseeing leaves; rest and recreational facilities; character guidance; religious activities; special services; savings program; housing; voting; and postal, legal, financial (where there is no comptroller assigned), welfare, and exchange services.

(2) *Graves registration*. Supervising cemeteries, evacuation, personal effects, and ceremonies.

(3) *Casualty reporting*. Developing plans and policies for reporting casualties.

(4) *Decorations and awards*. Developing plans and policies pertaining to decorations and awards.

e. Health Services. Providing general staff supervision over the surgeon, who has responsibility for staff supervision and technical control of medical treatment and evacuation of the sick and wounded; dental, preventive medicine, veterinary, medical supply and maintenance, medical laboratory, and blood-transfusion services; selection of medically fit and arrangement for disposition of medically unfit personnel; evaluation of the morale aspects of command health services.

f. Maintenance of Discipline, Law and Order. Supervising troop conduct and appearance, control and disposition of stragglers, and the effects of the use of military justice authority throughout the command.

g. Headquarters Management. Supervising movement, internal arrangement, organization, security, and operation of the headquarters; allocating shelter for headquarters troops and staffs.

h. Technical Channels. Insuring that adequate technical channels exist for combat service support functions within his broad functional area.

i. Miscellaneous. Advising on the location of the rear echelon; general educational development; dependent schools; marriage to foreign nationals; reception of visitors; personnel estimates, plans, orders, and reports; and administrative matters not specifically assigned to another general staff officer.

4-6. ACofS, G2, Intelligence

The ACofS, G2, intelligence, is the principal staff assistant to the commander in military intelligence and counterintelligence matters. He advises and assists other staff officers in the intelligence phases of the functional areas for which they are responsible. This assistance may include actual preparation of plans or orders and some direct supervision. In addition to his staff functions, the G2 has certain operational functions pertaining to counterintelligence agencies and the production of intelligence. (A discussion of these functional areas is in sec II, app B.) The activities for which the G2 has primary general staff responsibility is shown in *a* through *d* below.

a. Production of Intelligence. Directing the collection of information, the processing of information into intelligence, and the distribution of intelligence. These functions include—

(1) Recommending essential elements of information (EEI) to the commander.

(2) Preparing plans and orders for target acquisition, combat surveillance and reconnaissance, and other information collection activities.

(3) Supervising and coordinating the command's information collection activities,

including air reconnaissance and surveillance; interrogating PW, refugees, civilians, escapees, and evaders.

(4) Integrating the information collection efforts of other Army elements, other Services, and civilian and military elements of other nations with the effort of the command.

(5) Supervising and coordinating weather data collection.

(6) Supervising and coordinating predictions of fallout from enemy-employed nuclear weapons; coordinating chemical and biological (CB) detection and radiological surveys.

(7) Processing information into intelligence. This includes recording, evaluating, and interpreting information.

(8) Distributing information and intelligence promptly and in the form most helpful to the user. Commonly used forms include intelligence estimates, summaries, and annexes; periodic intelligence reports; analyses of the area of operations; and studies.

(9) Directing the collection of technical information and the processing of this information into technical intelligence material. Details on the technical intelligence effort are in FM 30-16.

(10) Exercising staff supervision over the signal intelligence resources which are attached or under the operational control of the commander.

b. Use of Intelligence and Information.

(1) Estimating how the characteristics of the area of operations will affect friendly and enemy courses of action.

(2) Estimating enemy capabilities and vulnerabilities and the course of action the enemy is likely to pursue.

(3) Preparing intelligence estimates, annexes, reports, summaries, and studies.

c. Counterintelligence. Planning, coordinating, and supervising efforts to neutralize enemy (or potential enemy) surveillance, reconnaissance, and other intelligence activities; protecting information against espionage, personnel against subversion, and installations or materiel against sabotage. Specific responsibilities include—

(1) Participating in planning and carrying out countersurveillance to prevent hostile

surveillance of friendly forces, installations, or areas.

(2) Planning and implementing (through intelligence and other military and civilian agencies) all offensive and defensive measures to counter or to neutralize hostile espionage, sabotage, and subversion.

(3) Requesting loyalty investigations on U.S. or alien military and civilian personnel and other investigations as required in (2) above.

(4) Recommending censorship policy; planning and supervising intelligence aspects of censorship, except field press censorship.

(5) Recommending signal security policy.

d. Miscellaneous.

(1) Consider intelligence aspects of—

(a) Unconventional warfare (UW), psychological, civil affairs (CA), and stability operations.

(b) Employment of nuclear, biological, and chemical (NBC) weapons, to include enemy capabilities and employment and enemy reaction to friendly employment.

(c) Denial operations and barriers.

(d) Cover and deception operations.

(e) Camouflage operations.

(f) Electronic warfare (EW).

(2) Direct mapping and related activities by—

(a) Determining map requirements and preparing plans, policies, and priorities for the command mapping program; directing and coordinating military mapping activities (acquisition, production, reproduction, and distribution of maps).

(b) Recommending, in coordination with the engineer, engineer topographic troop assignments.

4-7. ACofS, G3, Operations

The ACofS, G3, operations, is the principal staff assistant to the commander in matters pertaining to organization, training, and primary mission operations. He also advises and assists other staff officers in the operational aspects of their particular activities. The activities for which the G3 has primary general staff responsibility are indicated in *a* through *d* below.

a. Organization.

(1) Developing and maintaining the troop basis, including review and revision to insure assignment of the numbers and types of units needed to support and accomplish the mission (includes compiling the troop list).

(2) Organizing and equipping units; estimating the numbers and types of units to be organized and the priority for phasing in or replacing personnel and equipment in the units.

(3) Assigning, attaching, and detaching units, detachments, or teams.

(4) Receiving units, detachments, or teams and orienting, training, and reorganizing them as necessary.

(5) Mobilizing, demobilizing, activating, and inactivating units.

b. Training.

(1) Preparing and carrying out training programs, directives, and orders and planning and conducting field exercises.

(2) Determining requirements for training aids and facilities, including training ammunition, and procuring and allocating them.

(3) Organizing and conducting schools.

(4) Planning and conducting training inspections and tests.

(5) Compiling training records and reports.

c. Operations.

(1) Preparing the operation estimate.

(2) Making recommendations, during both planning and operations, concerning—

(a) Task organization.

(b) Integration of fire and maneuver.

(c) Use of combat support means (less intelligence and counterintelligence).

(d) Allocation of and authority to expend special ammunition.

(e) Basic loads.

(f) Special ammunition load.

(g) Required supply rate of ammunition.

(h) Priorities for allocating critical resources affecting the combat power of the command, including personnel, supplies, and equipment.

(i) Determination of need for unit replacements.

(j) Strategic and tactical psychological operations (PSYOP).

(3) Supervising preparation of plans for—

(a) Air defense (AD).

(b) Fire support.

(c) Army aviation, less air surveillance and Army aviation used in combat service support operations.

(d) Denial operations and barriers.

(e) NBC operations; prediction of fallout from nuclear weapons employed by friendly forces.

(f) Tactical cover and deception.

(g) UW.

(h) Stability operations.

(i) Combat patrolling and reconnaissance in force.

(j) EW.

(k) Engineer and signal combat support operations.

(l) Countersurveillance (from command security aspect).

(m) Rear area security.

(n) PSYOP.

(o) Camouflage.

(4) Preparing, authenticating, and publishing the command SOP.

(5) Coordinating the use of airspace.

(6) Integrating combat support from other Army elements and other Services with the command's combat and combat support operations.

(7) Supervising overall command security.

(8) Organizing and employing control and assessment teams.

(9) Supervising tactical troop movements and publishing the movement order.

(10) Designating areas for bivouacking, quartering, and staging units.

(11) Recommending the general locations of main and alternate command posts.

(12) Establishing boundaries.

(13) Preparing, authenticating, and publishing operation plans and orders.

(14) Preparing operational records and reports.

(16) Supervising and coordinating TOC operations.

(17) Exercising staff supervision over the ECM resources of the supporting USASA unit.

d. Planning.

(1) Estimating the situation continuously in coordination with all other general staff sections and with special staff sections.

(2) Preparing and coordinating future and contingency plans, including review of annexes and appendixes prepared by other staff sections; reviewing plans of subordinate units.

(3) Determining force structure (organization for combat).

(4) Recommending priorities for allocation of personnel and critical equipment.

4-8. ACofS, G4, Logistics

The ACofS, G4, logistics, is the principal staff assistant to the commander in matters pertaining to the provision of supply, maintenance, transportation, and miscellaneous logistic support to the command. He must maintain close and continuous coordination with the support command commanders, who are responsible for logistic support operations. The G4 also advises other staff officers and assists them in logistic matters in their respective areas of responsibility. This assistance may include the actual preparation of plans or orders. The G4 insures that adequate technical channels exist for combat service support functions within his broad functional area. He has primary general staff responsibility for the activities listed in *a* through *e* below.

a. Supply.

(1) Determining supply requirements.

(2) Requisitioning, procuring, storing, and distributing supplies and equipment; maintaining materiel records.

(3) Insuring that security for supplies and equipment in depots or other storage areas is adequate.

(4) Supervising the distribution of critical combat weapons, munitions, and equipment according to priorities established by the commander.

(5) Recommending prescribed loads.

(6) Managing nuclear weapon supplies.

(7) Collecting and disposing of excess, surplus, salvage, and captured enemy supplies.

b. Maintenance.

(1) Determining materiel maintenance and overhaul or repair requirements.

(2) Supervising maintenance activities.

(3) Determining adequacy of maintenance organization, personnel, skills, training, tools, test equipment, facilities, and repair parts.

(4) Determining adequacy of materiel readiness.

c. Transportation Service.

(1) Planning and coordinating transportation used in combat service support activities.

(2) Controlling transportation movements, use of highways, and surface traffic; selecting routes (in coordination with the operations officer for movements when the selection of the route itself has tactical implications).

(3) Coordinating airlift used to support combat service support operations.

(4) Preparing movement order annexes pertaining to regulation or control measures and combat service support.

d. Other Services. Other logistic services not covered by *a* through *c* above, to include—

(1) Constructing all facilities and installations, except fortifications and signal communications.

(2) Acquiring, allocating, administering, and disposing of real estate, to include billets and shelters.

(3) Supervising property control.

(4) Providing food service.

(5) Providing fire protection.

e. Miscellaneous Responsibilities.

(1) Logistic support organizational responsibilities, less medical, to include—

(a) Determining the adequacy and recommending employment of logistic support units.

(b) Determining requirements for additional logistic support units.

(c) Establishing priorities for employment of logistic support units.

(d) Determining requirements for use of local civilians, PW, and civilian internees in logistic support operations.

(e) Recommending service areas and location and movement of logistic support units.

(2) Logistic support administrative responsibilities, to include—

(a) Preparing logistic estimates, reports, and plans.

(b) Preparing, authenticating, and distributing the administrative order and the administrative annex and preparing paragraph 4 of the operation plan or order.

(3) Supervising preparation of plans for area damage control.

(4) Supervising the nuclear accident and incident program.

4-9. ACofS, G5, CA

The ACofS, G5, CA, is the principal staff assistant to the commander in all matters pertaining to the relationships of a military command with the civilian environment and the civilian population, to include its government, economy, and institutions in the area of operations, and to military civic action. In stability operations, the G5 assists in populace and resources control activities and in environmental improvement performed by or with the support of military forces. He also coordinates with their staff officers on CA problems in their functional areas. He prepares CA plans and orders and supervises their execution. To accomplish these responsibilities and those functions indicated in paragraph 3-23e, the G5—

a. Acts as the point of contact between the military and the civil government and population.

b. Coordinates civil support for tactical and combat service support operations and for prevention of civilian interference with these operations.

c. Participates in the military support of civil government functions.

d. Coordinates and supervises community relations for the military force.

e. Coordinates military support of populace and resources control programs.

f. Coordinates the military support for civil defense.

g. Establishes the procedures and develops the policies for implementing and continuing the military civic action program, to include all the appropriate functional areas outlined in FM 41-10.

h. Coordinates consolidation PSYOP.

i. Supervises operations of attached CA units.

j. Prepares the CA estimate.

4-10. Comptroller (When Authorized)

The comptroller is the principal staff assistant to the commander in management and financial matters. These matters include allocation and use of resources, progress and statistical reporting and analyses, cost analysis, financial services, and overall management of the command. The comptroller usually assists the chief of staff in programing and program coordination. He also advises other staff officers on management and financial matters for which they are responsible and may provide staff assistance to them in preparing plans and orders. The functional areas and specific activities for which he has primary general staff responsibility are indicated in a through f below.

a. *Financial Services.* Supervising financial and property accounting, internal review, audits of nonappropriated funds, and other activities related to finance; arranging for the provision of financial services.

b. *Progress and Statistical Reporting and Analyses.* Providing integrated and independent progress and statistical reports and analyses of command programs, to include quantitative and qualitative evaluations of programmed objectives, progress made in meeting these objectives, and effectiveness of use of resources. Preparing statistical data and controls reports for command use or for submission to higher headquarters.

c. *Management Analysis.* Analyzing organizations and management systems and procedures and proposing ways to improve them; providing analytical techniques, such as work simplification, work measurement, and operations research.

d. *Programing/Budgeting.* Coordinating the development, execution, evaluation, and revision of the command operating program/budget; integrating the various functional area inputs to produce a balanced overall program.

e. *Cost Analysis.* Preparing or supervising the preparation of cost analyses and cost estimates for use in planning, programing, and budgeting, which are all part of the decision-making process.

f. Automatic Data Processing. Managing automatic data processing (ADP) services provided the combat service support areas, to include acquisition, use, and inventory control of ADP equipment (ADPE) and the evaluation

and acquisition of ADP software and services. The comptroller may be assigned operational control of ADP facilities servicing two or more organizational elements.

Section IV. GENERAL STAFF OFFICERS, THEATER ARMY SUPPORT COMMAND

4-11. ACofS, Personnel

The ACofS, personnel, is responsible for—

a. Developing personnel policies for promotions, appointments, demotions, classification, assignments and reassignments, decorations, awards, separations, and rotations. Developing administrative policies for forms management, records disposition, reproduction control, and publications control.

b. Maintaining current personnel loss estimates. Obtaining summarized personnel information from the personnel and administration center in the personnel command for use by TASCOT headquarters in preparing support plans. Recommending individual replacement allocations and priorities for troops in the TASCOT.

c. Processing personnel and administrative actions for the TASCOT commander as required by regulations or policies.

d. Providing a liaison capability for individual personnel actions for members assigned to the headquarters.

e. Coordinating postal and special services activities.

f. Exercising general staff supervision over the adjutant general's (AG) office.

g. Coordinating military police (MP) functions pertaining to discipline, law and order, PW and civilian internees, criminal investigation, and confinement and rehabilitation.

h. Coordinating and providing planning guidance, policies, and priorities, as appropriate, for health services and chaplain and labor activities.

4-12. ACofS, Security, Plans, and Operations

The ACofS, security, plans, and operations, is responsible for—

a. Preparing broad planning guidance, policies, and programs for command organiza-

tions, operations, communications, and functions.

b. Developing and maintaining the troop basis.

c. Preparing, authenticating, and publishing the command operation orders.

d. Developing policies and guidance for, and evaluating, the training of the command.

e. Coordinating displacements of subordinate commands and assignment of facilities.

f. Developing broad plans and policies for collecting information for counterintelligence (counterespionage, countersubversion, and countersabotage) and intelligence purposes; distributing intelligence and levying information collection requirements within the command.

g. Developing policies and reviewing plans for rear area protection (RAP) and PSYOP in the communications zone.

h. Developing plans and requirements for terrain studies, mapping, charting, and allied topographic fields.

i. Coordinating the collection and distribution of weather data.

j. Coordinating signal communications operational functions of the TASCOT.

4-13. ACofS, Services and Engineering

The ACofS, services and engineering, is responsible for—

a. Preparing broad planning guidance and policies in his areas of interest; reviewing plans and coordinating combat service support requirements and activities for decontamination, post exchange, graves registration, food service, repair and utilities, fire protection, real estate, topography, laundry, bath, clothing exchange, renovation, and construction.

b. Preparing guidance for and reviewing the services portion of theater army support plans,

base development plans, and troop basis for future operations.

c. Working with other staff sections to determine the command's requirements and recommending priorities for the provision of necessary services.

d. Developing long-range plans for services and engineering support, to include requirements for combat service support troops, in his primary areas of interest. Planning for the development, use, and incorporation of civilian and military resources in the theater army support system.

e. Developing plans and guidance for provision of designated services to Air Force, Navy, and allied elements.

4-14. ACofS, Supply

The ACofS, supply, is responsible for—

a. Preparing guidance for and reviewing the supply portion of theater army support plans, base development plans, and troop basis for future operations.

b. Establishing broad supply policies on procurement, salvage, and disposal for subordinate commands in accordance with theater army policies.

c. Establishing supply levels in the theater army based on theater army directives.

d. Recommending policies, priorities, allocations, and criteria for controlled items.

e. Reviewing summary management reports (computer printouts) to insure that supply plans and policies are being carried out and to determine the efficiency of supply activities.

4-15. ACofS, Maintenance

a. The ACofS, maintenance, is responsible for—

(1) Preparing broad planning guidance and policies for maintenance operations.

(2) Reviewing, analyzing, and evaluating materiel status reports.

(3) Establishing uniform procedures for the collection and presentation of maintenance management information.

(4) Formulating guidance for the development of inspection plans to insure efficient theater army maintenance support.

(5) Reviewing priority schedules for the reconditioning or the overhauling of materiel

to meet theater army requirements for the present and the predictable future.

(6) Maintaining close liaison with the ACofS, supply, to keep a constant status of items in short supply and to insure that the maintenance effort is directed to relieving the situation.

(7) Establishing maintenance standards for inspection and distributing these data to subordinate commands.

(8) Establishing and distributing materiel evacuation instructions and condition standards and policies for the collection and evacuation of materiel.

b. Details on the functions of the ACofS, maintenance, composition of the staff maintenance section, and operational procedures are in FM 29-20.

4-16. ACofS, Movements

The ACofS, movements, is responsible for—

a. Developing broad planning guidance and policies for the command's transportation activities, to include movement control; highway traffic regulation; motor, rail, air, and water transportation; and ocean and inland terminal services. Reviewing completed plans and coordinating the transportation activities of the command.

b. Preparing guidance for and reviewing the transportation portion of theater army support plans, base development plans, RAP plans, and troop basis for future operations.

c. Preparing broad planning guidance and policies and reviewing completed plans for the command's traffic control activities. (MP units of the area support command perform the traffic control activities.)

d. Developing and recommending allocation and use of existing theater army transportation resources.

e. Providing the required coordination and liaison with the Air Force and the Navy for use of allocated transportation and Army transportation support of the other Services.

f. Establishing broad policies and guidance for acquiring and using local transportation resources and those of host or allied nations.

g. Developing long-range requirements for transportation service and support troops;

planning for developing and using military and civilian resources; and planning for incorporating both in the theater army support system.

4-17. ACofS, CA

The ACofS, CA, is responsible for—

a. Preparing and executing CA policies, plans, orders, and directives; supervising major CA activities; and keeping the commander and other members of the staff informed on all matters of CA interest.

b. Supervising matters pertaining to the civilian population, its government, economy, and institutions in the TASCOT area of operations.

c. Coordinating with other staff sections the CA portion of those TASCOT plans that involve political, economic, or sociological matters in the command and between the military and civilian officials of the local government.

d. Providing for continuing analysis of economic conditions in the area of operations and instituting needed controls to prevent deterioration and depletion of economic resources from interfering with military objectives.

e. Supervising or monitoring relationships between civilian and military authorities and insuring that these relationships are in consonance with treaties, agreements, international law, U.S. policy, and guidance received from higher headquarters.

f. Advising the commander, other members of the staff, and subordinate commands on the status and activities of civilian organizations and population groups in the area and delineating the impact of military operations on the population and its economy.

g. Negotiating and coordinating with agencies, individuals, and organizations of the indigenous government (if such a government exists) and with other U.S. and allied agencies in joint or parallel functions.

h. Developing policies and planning guidance for the conduct of CA activities and establishing priorities.

i. Preparing broad planning guidance and policies and reviewing, planning for, and coordinating CA activities in the area of operations.

j. Planning for the provision of CA units for

use in area support missions in the field army.

k. Assuming the following additional functions when CA is established as a mission command of the TASCOT:

(1) Locating and advising on the use of civilian resources to support the military force; reviewing requirements for military assistance to the civilian population in providing the minimum essentials of food, clothing, shelter, and medical attention (in coordination with the ACofS, personnel, and ACofS, supply).

(2) Determining the availability and location of labor (in coordination with the ACofS, personnel) and materiel resources (in coordination with the ACofS, services and engineering) for the military forces; evaluating the effects of military use of local labor and resources on the civilian economy.

(3) Coordinating emergency civilian assistance to reduce the incidence of unrest when directed by the appropriate authority.

(4) Establishing procedures for the control and care of refugees, evacuees, and displaced persons.

l. Coordinating with the ACofS, security, plans, and operations, on the overall intelligence activities involving methods and techniques of civilian interrogation, use of indigenous or U.S. interrogators, and counterintelligence operations to determine their effect on the civil-military relationships of the command.

4-18. ACofS, Comptroller

The ACofS, comptroller is responsible for—

a. Providing professional management advice and assistance to the command.

b. Reviewing, analyzing, evaluating, and supervising management surveys and the reports control program on a management-by-exception basis.

c. Supervising preparation of the consolidated theater army budget, or any changes thereto. Recommending courses of action to the chief of staff and the program budget advisory committee. Analyzing and evaluating program and budget reports. Handling the distribution of funds. Providing guidance to the command on financial matters.

d. Providing plans, policies, and guidance

for the theater army internal review program and evaluating the overall effectiveness of the program.

e. Providing staff planning and recommending policies. Exercising supervision over the theater army finance service network and related accounting functions. Recommending deployment and use of finance service units; analyzing pertinent matters; coordinating theater army finance functions with U.S., allied, and other friendly elements in the theater and with elements in the continental United States (CONUS).

f. Serving as the focal point in the theater army for comptroller and finance services and coordinating with the CONUS on matters pertaining to these functions.

g. Procuring and controlling currency and managing the currency exchange program; establishing and evaluating banking services; monitoring savings and life insurance programs. Reviewing reports on investigations of

loss of appropriated or nonappropriated funds and suggesting followup action. Approving requests to keep or to increase cash on hand and requests to establish imprest funds, which require major command approval. Processing requests to appoint deputy disbursing officers; controlling reports concerning bonded positions.

h. Developing appropriate plans, policies, and guidance for application of management improvement techniques; evaluating the effectiveness of these actions.

i. Continually analyzing use of resources; identifying trends; identifying problems and recommending solutions.

j. Developing program objectives and management structure; coordinating formal review and analysis presentations.

k. Coordinating General Accounting Office and U.S. Army Audit Agency activities; preparing the TASCOT position on the audit report.

Section V. GENERAL STAFF OFFICERS, FIELD ARMY SUPPORT COMMAND

4-19. ACofS, Personnel

The ACofS, personnel, is responsible for—

a. Developing personnel plans, programs, and policies for promotions, appointments, demotions, classification, assignments, decorations, awards, separations and rotations, administrative policies, forms management, records disposition, reproduction control, and publications control.

b. Maintaining continuing personnel loss estimates and obtaining summarized personnel information for use by the field army support command (FASCOM) headquarters in preparing support plans. Recommending individual replacement allocations and priorities for FASCOM units.

c. Processing those personnel and administrative actions that, by regulation or policy, require action by the FASCOM commander.

d. Providing a liaison capability for individual personnel actions for members assigned to the headquarters.

e. Exercising coordinating staff responsibility for postal and special services activities.

f. Exercising general staff supervision over the AG office.

g. Establishing policies and criteria for management and operation of the personnel service centers of subordinate commands.

h. Developing the portion of command orders that pertains to functions over which he exercises staff supervision.

i. Planning for, coordinating, and supervising MP functions pertaining to discipline, law and order, PW and civilian internees, criminal investigation, and confinement and rehabilitation.

j. Developing plans and policies for the processing, confinement, and evacuation of PW and civilian internees.

k. Developing and supervising the command's crime prevention and criminal investigation policies and programs.

l. Establishing basic confinement, retention, and evacuation policies for military prisoners.

m. Coordinating the activities of the staff chaplain.

n. Developing and coordinating policies and

planning guidance pertaining to medical support, to include treatment, hospitalization, patient regulation, evacuation, dental and veterinary functions, preventive medicine, and sanitation.

o. Recommending medical evacuation policies.

p. Developing guidance for implementation of theater medical support and evacuation policies.

q. Coordinating and consolidating military and civilian labor requirements of the command and developing policies governing the use of labor. Coordinating indigenous labor matters with the ACofS, CA.

4-20. ACofS, Security, Plans, and Operations

The ACofS, security, plans, and operations, is responsible for—

a. Preparing policies, plans, and programs pertaining to command organizations, operations, and functions.

b. Developing and maintaining the troop basis; coordinating and recommending changes to tables of organization and equipment (TOE).

c. Preparing, authenticating, and publishing the command operation orders.

d. Developing policies, programs, and plans for and evaluating the training of the command.

e. Coordinating displacements of subordinate commands and location of facilities.

f. Planning and supervising the collection of enemy information, particularly with regard to espionage, subversion, and sabotage capabilities. Distributing the resulting intelligence and developing broad plans and policies to counter these enemy capabilities.

g. Developing policies and plans for and coordinating and supervising RAP and physical security of the field army service area. Placing requirements for tactical support on field army headquarters.

h. Coordinating the collection and distribution of weather data.

i. Coordinating signal communications operational functions of the FASCOM.

j. Supervising and coordinating RAOC operations.

4-21. ACofS, Services

The ACofS, services, is responsible for—

a. Preparing policies, plans, and programs and coordinating and supervising activities pertaining to engineering services as they apply to combat service support. Supervising activities pertaining to decontamination, post exchange, graves registration, food service, repair and utilities, fire protection, laundry, bath, clothing exchange, and renovation.

b. Developing the services portion of command orders.

c. Developing and making recommendations for the troop basis and changes to TOE pertaining to services units.

d. Developing and recommending priorities, in conjunction with other coordinating staff sections, for the services provided.

e. Developing and coordinating requirements for real estate and field installations for the command and preparing plans for their acquisition, allocation, and use.

f. Reviewing policies governing hasty burials; recommending the numbers and locations of field army cemeteries; and providing policies and procedures on evacuation of remains and personal effects.

g. Developing policies and plans for the provision and location of laundry and bath facilities, frequency of usage, and criteria for the establishment of clothing exchange operations.

h. Developing policies and plans for post exchange operations, including locations, area coverage, and scope of operations. Making recommendations pertaining to criteria and procedures for gratuitous issues, as appropriate.

i. Coordinating FASCOM engineering services requirements with the G4, field army headquarters.

4-22. ACofS, Supply

The ACofS, supply is responsible for—

a. Developing policies, plans, and programs for and coordinating and supervising supply activities, to include salvage and property disposal.

b. Developing the supply portion of command orders.

c. Supervising the inventory control center and establishing policies and criteria for man-

agement and operation of the stock control centers of subordinate commands.

d. Establishing supply levels based on directives of higher headquarters.

e. Issuing controlled items in accordance with priorities, allocations, and established criteria.

f. Determining supply requirements for the field army.

g. Balancing supply levels among support brigades in consonance with requirements of the tactical situation.

h. Coordinating and supervising command procurement to insure compliance with policies of higher headquarters.

i. Developing policies, plans, and criteria for and supervising the operation of scheduled supply or automatic supply, as appropriate.

j. Coordinating throughput policies and criteria with the FASCOM ACofS, movements, and with the appropriate coordinating staff sections of the TASCOT headquarters.

k. Coordinating with the FASCOM ACofS, maintenance, those supply plans and requirements that pertain to use of reparable assets to meet these supply plans and requirements.

l. Reviewing summary management reports (computer printouts) to evaluate the efficiency of supply functions and to insure that supply policies, plans, and programs are being carried out effectively.

m. Reviewing and approving supply procedures (requisition, issue, storage, and accounting) and modifications thereto.

n. Developing and promulgating criteria and processing procedures for emergency requisitions.

o. Reviewing and approving proposed stockage lists and policies for subordinate commands at general support level.

p. Developing and promulgating criteria for the determination of requirements and consumption factors, analysis of demand data, and development of stockage lists.

q. Developing and making recommendations for the troop basis and changes to TOE pertaining to supply units.

4-23. ACofS, Maintenance

a. The ACofS, maintenance, is responsible for—

(1) Developing plans, policies, and programs for and coordinating and supervising maintenance activities.

(2) Developing the maintenance portion of command orders.

(3) Supervising the maintenance management center and establishing policies and criteria for maintenance management centers of subordinate commands.

(4) Developing policies and guidance for establishing uniform procedures for the collection, analysis, reporting, and presentation of maintenance management information and for the purposes of the Army Equipment Records System.

(5) Developing policies and plans for the collection and evacuation of materiel, to include evacuation instructions and condition standards.

(6) Recommending maintenance standards for inspection.

(7) Developing policies and plans for evaluating, maintaining cognizance of, and presenting and making recommendations for improvement of the materiel readiness status of the command.

(8) Establishing and reviewing, in coordination with the FASCOM ACofS, supply, priority schedules for repair of materiel to insure that the maintenance effort is in consonance with supply requirements and items in short supply.

(9) Developing and making recommendations for the troop basis and changes to TOE pertaining to maintenance units.

(10) Developing policies, plans, and procedures for balancing maintenance resources, as required, and for providing technical assistance and data to maintenance units.

(11) Reviewing summaries of equipment improvement recommendations and developing recommendations, policies, and plans to insure corrective action.

(12) Coordinating maintenance plans with the FASCOM ACofS, supply, to insure timely availability of parts and assemblies for scheduled programs.

b. Details on the responsibilities of the ACofS, maintenance, composition of the staff maintenance section, and operational procedures are in FM 29-20.

4-24. ACofS, Movements

The ACofS, movements, is responsible for—

a. Developing plans, policies, and programs for and coordinating and supervising movements and transportation service.

b. Developing the transportation portion of command orders.

c. Supervising the movement control center and establishing policies and criteria for management and operation of the movement control centers of subordinate commands.

d. Making recommendations for the troop basis and changes to TOE pertaining to transportation and allocations of transportation means.

e. Recommending movement priorities and allocations of transportation means.

f. Developing policies and criteria for and coordinating and supervising the activities of traffic headquarters, to include provision of policies and criteria concerning the traffic circulation plan, traffic control plan, and route classification. Reviewing the traffic circulation plan and traffic control plan; recommending priorities for use of time and space on the controlled road network.

g. Establishing policies and criteria for development of the movement control plan and program and coordinating throughput policies with the TASCOT ACofS, supply.

h. Developing requirements for transportation and terminal transfer operations.

i. Coordinating with the staff elements of the TASCOT and support brigades regarding policy for employment of one another's transportation resources, establishment of interrelated movement procedures, and coordination of movement plans in support of future operations.

4-25. ACofS, CA

The ACofS, CA, is responsible for—

a. Serving as the principal staff assistant to the commander in matters pertaining to the civilian population, its government, economy, and institutions.

b. Coordinating with other staff sections, and with officials of the local government, the CA portion of those FASCOM plans that involve political, economic, or sociological matters.

c. Implementing U.S. policy and directives

issued by theater army on programs and projects involving CA operations in support of field army operations.

d. Developing policies, plans, and programs and coordinating CA functional activities in current and future operations.

e. Advising the FASCOM commander, staff, and subordinate commands on the impact of civilian activities on military operations.

f. Determining the availability and the location of labor and materiel resources for the military forces.

g. Developing and instituting measures to insure minimal interference with military operations by the indigenous population.

h. Establishing procedures for the control and care of refugees, evacuees, and displaced persons.

4-26. ACofS, Comptroller

The ACofS, comptroller, is responsible for—

a. Conducting management surveys and special project studies.

b. Administering the reports control program of the command.

c. Analyzing funding programs and budget guidance and recommending courses of action.

d. Coordinating the development of a command position on budgetary matters and preparing budgetary reports.

e. Performing periodic analysis of fund utilization.

f. Allocating ADP machine time and priorities for its use.

g. Conducting internal reviews involving procedures for achieving objectives.

h. Auditing nonappropriated funds.

i. Interpreting regulations and directives governing nonappropriated funds and indoctrinating responsible personnel.

j. Reviewing reports of surveys and boards of officers (AR 735-11).

k. Exercising technical control and supervision over FASCOM finance functions and resolving technical finance matters. Developing plans, policies, and programs for coordinated finance activities.

l. Promulgating those theater policies on travel, pay, disbursement, collections, and fund accounting that pertain to the FASCOM.

m. Analyzing currency and funding requirements and the need for and use of banking facilities and recommending appropriate action. Monitoring savings and life insurance programs. Recommending action on requests to keep or to increase cash on hand or to appoint deputies to disbursing officers. Establishing, as authorized, imprest funds or recommending action on such requests. Reviewing and recommending action on reports of investigation of loss of appropriated or nonappropriated funds.

n. Conducting internal reviews of appropriated fund activities, as required, to insure accuracy of records and proper safeguarding of assets.

o. Planning, scheduling, and conducting the commander's work simplification program.

p. Developing and monitoring the work measurement program for TDA elements.

q. Administering that portion of the Army cost reduction program which pertains to technical data and reports, management improvement functions, and ADP systems.

r. Conducting organizational studies and developing required organizational and functional manuals.

s. Performing a continuing analysis of fund utilization; identifying trends; identifying problem areas and recommending solutions.

t. Compiling statistical reports and coordinating presentation of formal reviews and analyses.

u. Developing operating programs and recommending changes to the Army management structure.

v. Conducting internal reviews involving all organizational and operating procedures adopted to safeguard assets; insuring the accuracy and reliability of records; promoting efficiency and insuring adherence to prescribed regulations and directives.

w. Representing the command in maintaining contact with the General Accounting Office and the U.S. Army Audit Agency.

x. Distributing information identifying area of command emphasis.

Section VI. OTHER STAFF OFFICERS

4-27. General

a. This section includes listings of the responsibilities and duties that may be assigned to other staff officers who may serve on field command staffs. Not every field command staff will have all the staff officers indicated in this section; thus, in applying any specific list to a given staff, it is necessary to consider the echelon of the headquarters and the scope of its command and control functions. Modifications required at various echelons are indicated. Other variations in the extent of staff operations at certain field command headquarters are in paragraphs 4-57 through 4-62.

b. The staff officers listed herein may be special staff officers or members of a coordinating staff section, or the commander may designate them personal staff officers. Specialists integrated into the coordinating staff provide advice and assistance in their technical areas of interest.

c. Although staff officers may perform specified functions of command over designated units, the responsibilities and duties contained

in succeeding paragraphs pertain only to their performances as staff officers.

d. Other officers advise and assist the commander besides the staff officers included in this section. These officers include liaison officers, commanders of elements supporting the command, and representatives from other Services who serve in a staff capacity. The naval gunfire liaison officer, the air liaison officer, and the weather officer are examples of representatives from other Services specifically provided to perform staff duties.

4-28. Adjutant General

The AG is assigned operational and technical supervision responsibilities for the following administrative and personnel services:

a. ADP services that furnish data concerning—

(1) Personnel rosters, strength returns, classification reports, locator cards, personnel loss reports, PW status reports, and other required personnel reports and statistics.

(2) Organizational status reports and statistics, including station lists.

(3) Other personnel and administrative missions as required.

b. Forms management services, including design and control of local and command forms.

c. Records management services, to include—

(1) Mail management, including internal communications control, headquarters mail-rooms, distribution centers, and messenger service for nontactical unclassified and classified material.

(2) Correspondence management, including quantity and quality control.

(3) Files management, including initiation, storage, and disposition.

d. Publications management services, including—

(1) Authentication, publication, and distribution of all orders and instructions except combat orders, certain technical instructions, and instructions issued by special staff officers in their capacity as commanders.

(2) Procurement, storage, and distribution of publications and blank forms.

e. Printing and reproduction services, including supervision of field printing plants, control of contract field printing, and operation of reproduction services for the headquarters.

f. Reports control and standardization services in commands not having a comptroller.

g. Military personnel management services, including—

(1) Procurement, to include recruiting, enlistment, and reenlistment.

(2) Personnel testing.

(3) Classification and reclassification.

(4) Assignment and reassignment.

(5) Evaluation.

(6) Promotion and reduction.

(7) Maintenance of personnel records (except leave and pay).

(8) Separation, to include retirement, discharge, transfer, and elimination.

h. Welfare and morale services, including—

(1) Casualty reporting and related actions, such as line-of-duty determinations, let-

ters of sympathy and condolence, and survivor assistance.

(2) Decorations and awards.

(3) Absences.

(4) Personal affairs counseling, to include dependent affairs.

(5) Postal services.

(6) Special services, to include entertainment; crafts; library; service club; sports; and rest, leave, and recreational activities.

(7) Bands.

i. Personnel and administrative training.

4-29. Aide-De-Camp

The aide-de-camp is a personal staff officer. He—

a. Coordinates the personal activities of the commander.

b. Maintains a schedule of events to assist the commander in apportioning his time and insuring appropriate coordination of his personal activities and command responsibilities.

c. Provides for the personal comfort and security of the commander.

d. Coordinates the activities of other personnel provided for the commander's personal use; e.g., assistant aides, cook, driver, clerk.

4-30. Air Defense Officer

The AD officer—

a. Determines requirements for air defense artillery (ADA) units; recommends their allocation to subordinate units and the command relationship between the subordinate units and supporting ADA units.

b. Recommends to the G3 the allocation of nuclear weapons for AD missions and, after coordination with the G4, recommends the special ammunition load for ADA units.

c. Recommends AD priorities.

d. Prepares the AD plan.

e. Prepares the AD SOP.

f. Coordinates the establishment and functioning of an AD intelligence system.

g. Prepares the AD portion of the training program and supervises AD training of the command.

h. Insures coordination of Army AD operations within the force and with area and regional AD commands, AD elements of other Services, and allies in the area of operations.

i. Participates in planning and coordinating the use of airspace with aviation and other staff members as appropriate.

j. Assists other staff elements in analyzing enemy AD capabilities and determining measures to counter or evade.

k. Monitors the readiness status of AD units.

l. Monitors the condition of AD equipment and advises the commander and appropriate staff elements on associated maintenance problems.

m. Advises on air defense electronic warfare operations in coordination with other staff elements.

n. Plans and supervises electronic warfare operations within air defense to include assisting in the preparation of the electronic warfare annex to operations plans and orders.

4-31. Artillery Officer

The artillery officer—

a. Advises on artillery fire support matters, artillery, target acquisition, and deception operations by artillery.

b. Determines requirements for artillery fire support means and recommends the artillery task organization.

c. Provides information on the status of artillery ammunition on hand; recommends to the G3 the artillery ammunition required supply rate and provides an estimate of the adequacy of the artillery ammunition available supply rate; recommends the available supply rate for subordinate commands.

d. Recommends the allocation or the authorization for expenditure of nuclear weapons for artillery missions; recommends the artillery special ammunition load for artillery units, subordinate units, supply points, and depots, as appropriate.

e. Assists in the preparation of operation plans and orders, to include preparation of the artillery fire support appendix to the fire support annex.

f. Provides for target analysis and damage assessment of nuclear weapons employed on surface targets by artillery units of friendly forces.

g. Coordinates artillery survey within the

command and with higher and adjacent commands.

h. Studies and evaluates enemy artillery capabilities.

i. Prepares the artillery portion of the training program and exercises staff supervision over artillery training throughout the command.

j. Monitors the maintenance condition of artillery equipment and advises the commander and responsible staff personnel on related problems.

k. Coordinates artillery target acquisition within the command and with higher and adjacent commands.

4-32. Aviation Officer

The aviation officer—

a. Exercises staff supervision over technical and flight aspects of administration, training, safety, and operations of Army aviation units.

b. Monitors the maintenance of aircraft and advises the commander, responsible staff personnel, and major subordinate commanders on the condition of equipment.

c. Prepares the aviation portion of the training program and exercises special staff supervision over aviation training in the command.

d. Plans and supervises the following Army aviation operations:

(1) Employment of aviation in combat and combat support operations.

(2) Establishment and operation of the air traffic regulation system.

e. Assists the staff in preparing aviation portions of estimates, plans, orders, and reports.

f. Prepares the aviation portion of the air movement plan; in conjunction with the AD officer and other appropriate agencies, assists in developing the airspace utilization plan.

g. Coordinates with transportation and movements staff personnel in matters requiring Army aircraft for combat service support operations.

4-33. Chaplain

The chaplain—

a. Advises on morality and morale, as affected by religion, and on the assignment, promotion, transfer, replacement, and other mat-

ters concerning command chaplains and their enlisted assistants; on the impact of religions of non-U.S. populations on the command mission and on U.S. interests and objectives; on the use of appropriated and nonappropriated chaplain funds; and on the procurement and employment of auxiliary chaplains.

b. Coordinates the religious activities of the command, including area and denominational coverage and ministry to mass casualties, religious ministrations to hospitalized members of the command, prisoners in confinement or under arrest, PW, civilian internees, and refugees; the religious education program; and with the appropriate staff agency for procurement, storage, issue, and distribution of chaplain supplies.

c. Supervises and coordinates personnel and training matters pertaining to chaplains, to include training of lay leaders, character guidance instructions and training conferences, and comparative religion instructional training conferences; and the maintenance of the section's policy files and records and those in the sections of subordinate chaplain elements.

d. Provides religious services and classes and the chaplain portion of contingency plans, to include assistance of chaplain personnel in handling mass casualties.

e. Establishes liaison with chaplains of higher, adjacent, and subordinate headquarters and with chaplains of other Services and forces of allied nations, as appropriate; with various churches, civilian and religious organizations, and other groups that assist in activities related to religion and morality and coordinates their religious activities in the command.

f. Assists in integrating the principles of good citizenship, moral behavior, and code of conduct into the command and in implementing the character guidance program.

g. In major combat service support command headquarters, the senior chaplain is assigned to the office of the ACofS, personnel, and is authorized direct access to the commander on matters of command interest.

4-34. Chemical Officer

The chemical officer—

a. Assists in planning and coordinating the use of NBC munitions.

b. Plans and recommends requirements for, and employment of, chemical troops.

c. Prepares the NBC portion of the training program and exercises staff supervision over NBC training throughout the command.

d. Exercises technical supervision over NBC activities throughout the command.

e. Plans and supervises the following NBC activities:

(1) Coordination of NBC operations with other combat support and combat service support operations.

(2) Performance of CB target analysis and munition requirement computations.

(3) Receipt, collation, evaluation, and distribution of NBC reports.

(4) Preparation and distribution of effective wind messages.

(5) Receipt of NBC strike reports and assessment of effects for all enemy and friendly strikes as required.

(6) Coordination of chemical detection and radiological surveys with higher, lower, and adjacent units and control of radiological surveys as required.

(7) Planning and coordination of the collection of NBC contamination information.

(8) Collation, evaluation, and distribution of NBC contamination data.

(9) Provision of advice on the impact of NBC contamination on tactical and logistic operations.

(10) Maintenance of the NBC situation map.

(11) Maintenance of radiation-dose status chart of subordinate and attached units.

(12) Provision of advice on NBC intelligence matters and coordination with the intelligence element of the headquarters concerned on all matters related to NBC intelligence.

(13) Provision of advice and recommendations pertaining to the use of defoliants and herbicides in support of tactical operations.

(14) Provision of advice on smoke operations.

(15) Provision of data on the casualty-producing effectiveness of and degree of hazard from CB attacks.

f. Advises on NBC defense.

g. Assists in planning chemical participation in denial operations and barriers.

h. Provides fallout predictions as required.

i. Plans and supervises measures to avoid or reduce the effects of enemy NBC attack.

j. Supervises the Chemical, Biological and Radiological Element activities whether part of the TOC or a separate element for the headquarters, within the command post.

k. Further information on the responsibilities and functions of staff Chemical officers at the various echelons is contained in FM 3-1 (TEST) and FM 21-40.

4-35. Civilian Personnel Officer

The civilian personnel officer—

a. Advises the commander, staff, and units on management and administration of civilian employees. He is assigned special staff and operational responsibilities for the administration of laws and regulations that govern employees of the U.S. Government, in accordance with Department of the Army civilian personnel regulations. In coordination with other staff elements in foreign areas, he develops employment conditions and policies on use of non-U.S. citizen employees and, where appropriate, participates in negotiations with host countries on labor agreements.

b. Supervises administration of civilian personnel management activities in the command, to include—

(1) *Recruitment and placement.*

(a) Administering recruitment, promotion, and career assignment systems.

(b) Carrying out Army policies governing qualifications, placement, and other employment matters.

(2) *Position and pay management.*

(a) Advising on assignment of duties to provide an economical and efficient position structure.

(b) Classifying civilian positions in accordance with applicable legislation and regulations.

(c) Carrying out Army policies and applicable laws governing pay and other compensation.

(3) *Training and development.*

(a) Conducting training and develop-

ment programs in coordination with employee supervisors.

(b) Orienting new employees on employment conditions and installation facilities.

(4) *Employee-management relations.*

(a) Advising on supervisor-employee relations, disciplinary actions, and grievances.

(b) Maintaining contact with organized employee groups and undertaking the resolution of labor problems.

(c) Evaluating employee services, facilities, and working conditions in coordination with other staff officers concerned.

(5) *Official personnel records.* Maintaining official personnel folders and records required by civilian personnel regulations.

c. Develops, in coordination with other staff officers concerned, plans and standby directives prescribing simplified procedures for procurement, use, and administration of the civilian labor force in the CONUS and for use of local labor in foreign areas in an emergency.

4-36. Dental Surgeon

The dental surgeon—

a. Coordinates dental activities with the surgeon.

b. Exercises supervision over command dental service.

c. Determines requirements for and recommends employment of dental units and personnel.

d. Plans and supervises the preventive dentistry program.

e. Recommends modification of dental equipment through research and development studies.

f. Determines the need for dental equipment and supplies.

g. Prepares reports on command dental activities.

4-37. Engineer

a. The engineer—

(1) Provides technical advice on the requisitioning, procurement, storage, distribution, and documentation of engineer materiel.

(2) Determines requirements for and recommends employment of engineer troops

(coordinates with the G2 on the assignment of engineer topographic troops).

(3) Prepares the engineer portion of the training program and exercises staff supervision over engineer training throughout the command.

(4) Exercises technical supervision over engineer activities throughout the command.

(5) Plans and supervises engineer operations pertaining to—

(a) Construction, maintenance, and repair of roads, trails, highways, bridges, airfields, and inland waterways; and construction, major repair, and major maintenance of railways, cableways, tramways, and pipelines.

(b) Construction, maintenance, rehabilitation, and repair of camps, cantonments, warehouses, hospitals, and other types of structures (except signal communications); airfields; harbors; permanent fortifications; and all river-crossing means, to include tactical, fixed, and floating bridges, boats, rafts, and assault bridging.

(c) Denial operations and barriers, to include advising the operations officer on implementation; supervising the technical aspects of employment; preparing the engineer portion of plans and orders; and, as appropriate, assisting in the location and construction of obstacles requiring special skill and equipment.

(d) Amphibious operations, to include command and control of shore parties, landing and provision of inland mobility to assault elements, and general engineer support on the beach.

(e) Construction, maintenance, repair, and operation of utilities, to include water supply systems, fixed bathing installations, portable and fixed electric powerplants, and nuclear powerplants.

(f) Fire protection at installations.

(g) Acquisition, administration, and disposition of real estate.

(h) Procurement, storage, reproduction, and distribution of maps, map substitutes, and related mapping material.

(i) Accomplishment of significant construction tasks in support of camouflage and

deception activities and technical advice on minor construction aspects of both.

(j) Engineer reconnaissance, survey control, mapping projects, terrain studies, and natural resources and environmental studies.

(k) Demolitions, to include atomic demolition munitions.

(l) Assistance in the development of traffic circulation plans in conjunction with the transportation officer and the provost marshal (PM).

(m) Classification of roads, bridges, and airfields and appropriate distribution of such information; preparation and posting of traffic signs and issuance of materials to MP units for preparation and posting of temporary traffic signs.

(n) Insect and rodent control and fumigation of buildings.

(o) Operation of engineer maintenance facilities as assigned.

(p) Technical advice and assistance on matters pertaining to engineer materiel and its readiness status, including disposition of captured engineer materiel of nonintelligence interest.

(q) Determination of priorities and allocation of critical and controlled items of engineer equipment.

b. FM 5-1 contains detailed information on specific responsibilities and duties of staff engineers at the various echelons.

4-38. Finance and Accounting Officer

a. In all commands, the finance and accounting officer—

(1) Plans and supervises fiscal, cost and property accounting operations pertaining to—

(a) Use and status of appropriations and funds.

(b) Control of obligations, costs, revenues, and administrative floors and ceilings.

(c) Disbursements, collections, and deposits of funds.

(d) Accounts receivable and other assets.

(e) Accounts payable and other liabilities.

(f) Pay of personnel.

(g) Analysis of source data; coding

and recording of transactions and corrections; and preparation of bills, reports, and statements.

(h) Funding of finance officers.

(2) Furnishes detailed and summary data required for management and budget administration.

(3) Further information on the establishment, organization, and functions of finance and accounting offices and on the relationship of finance and accounting officers with other officials is in AR 37-101, AR 37-103, and FM 14-3.

b. In tactical commands, the finance officer—

(1) Serves as staff finance officer when there is no TOE authorization for a comptroller. In this capacity, the finance officer furnishes advice on—

(a) Savings programs for assigned personnel.

(b) Transmittal of personnel funds.

(c) Economic impact of expenditures on local economy.

(d) Black-market controls.

(e) Safeguarding of currency and financial institutions for which the commander may be responsible.

(f) Disposition of captured funds.

(2) Directs the operations of the finance element, whose services include—

(a) Payment of personnel.

(b) Maintenance of financial data records folders for assigned personnel.

(c) Computation and payment of travel allowances to U.S. personnel and foreign nationals.

(d) Payment, when authorized, of commercial accounts.

(e) Establishment and funding of class B agents and forward service teams.

(f) Provision of currency exchange facilities.

(g) Insurance of the validity of source data and preparation of input for either automated or manual systems.

(h) Collection of funds.

(i) Issuance of savings bonds.

(3) Additional information on the organization and functions of finance offices in tactical commands is in AR 37-101 and FM 14-3.

4-39. Fire Support Coordinator

a. At division and corps, the artillery commander is the artillery staff officer and is normally designated the fire support coordinator (FSCOORD). At field army, the artillery officer is assigned as the FSCOORD. He is a special staff officer functioning primarily under the general staff supervision of the G3. In smaller units, brigade, or separate task force, the FSCOORD is usually the commanding officer or his designee from the attached or supporting field artillery unit. In special operations, the situation may require the commander to designate a FSCOORD for coordination of available fire support. FM 6-20-1 and FM 6-20-2 contain doctrine concerning the FSCOORD and fire support coordination procedures.

b. The FSCOORD—

(1) Advises the commander and staff on all fire support matters concerning the delivery of fire on surface targets, including—

(a) Requirements for fire support means and recommendations concerning their use.

(b) Recommendations concerning the available supply rate of ammunition, the allocation and authorization for expenditure of nuclear weapons, and the special ammunition load as they concern fire support on surface targets.

(c) Enemy fire support capabilities.

(d) Deception operations by fire support on surface targets.

(2) Prepares the fire support portion, to include fire support annexes, to operation plans and orders and coordinates and integrates the air, artillery, chemical, and other fire support appendixes into the fire support annex.

(3) Coordinates all supporting fires delivered on surface targets.

(4) Provides for target analysis and damage assessment of NBC fires used on surface targets by friendly forces.

(5) Advises the commander and staff on artillery target acquisition matters.

4-40. Headquarters Commandant

The headquarters commandant—

a. Exercises operational control over head-

quarters troops not assigned or attached to subordinate commands.

b. Is responsible for—

- (1) Local security of the headquarters.
- (2) Arrangement and movement of the headquarters.
- (3) Supervision of training and morale activities of headquarters personnel and casuals.
- (4) Supervision of headquarters mess and supply.
- (5) Messing and quartering headquarters personnel and casuals.
- (6) Reception and accommodation of visitors to the headquarters.
- (7) Supervision of motor transportation organic to, or allocated for use by, the headquarters.
- (8) Provision of protective areas for headquarters personnel and casuals.
- (9) Supervision of maintenance of vehicles and such other equipment as electric power generators organic to, or allocated for use by, the headquarters.

4-41. Historian

The historian—

- a. Advises on historical activities of the command and assists in planning historical coverage.
- b. Assembles material necessary to write a comprehensive and accurate history of the unit and to support the prescribed historical program.
- c. Prepares special studies based on assembled material.
- d. Supervises the collection, preservation, and disposition of historical records and properties.

4-42. Information Officer

The information officer may also serve as a personal staff officer. He—

- a. Advises the commander and staff on all aspects of command information, public information, and community relations.
- b. Coordinates and supervises all public and command information functions, to include information planning, publication of command information newspapers and other information media, operation of command information

broadcast stations and networks in over-sea commands, and distribution of command information through these media.

c. Insures that material for public release has been reviewed for security clearance under established policies; distributes information pertaining to the command to appropriate information media in accordance with established command and security policies; maintains liaison with, receives, and escorts civilian and military information media representatives, assists them in obtaining and clearing information relating to the command, and supervises their activities.

d. Observes and analyzes trends in public opinion; plans positive and continuing community relations programs to gain and maintain public understanding, good will, and support. In stability operations, he gives attention to the requirements for exploitation of military assistance to civilians in the military civic action program.

e. Implements and supervises, as directed, field press censorship in combat areas upon the outbreak of hostilities.

f. Prepares the public information and command information portions of SOP and operation plans and orders.

4-43. Inspector General

The inspector general is a personal staff officer. He—

a. Inquires into and reports on matters pertaining to the performance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and regulations.

b. Consults all staff sections before making inspections to obtain items for the special attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them copies of extracts of inspection reports of direct interest to the particular staff section.

d. Receives, investigates, and reports on allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct

deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander on the releasability of information from inspector general reports of inspections or investigations.

g. May work under the immediate direction and control of the commander.

4-44. Liaison Officer

The liaison officer's primary duty is to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact between two or more headquarters or agencies. The liaison officer—

a. Keeps himself informed of his own unit's situation and makes this information available to the commander and staff of the visited unit.

b. Makes continuing reports on matters within the scope of his mission; keeps appropriate records; and advises the commander of the headquarters he is visiting on the contents of reports he sends back to his own headquarters.

4-45. Materiel Readiness Officer

a. The materiel readiness officer is normally a senior staff officer; e.g., G4; ACofS, supply; ACofS, maintenance. The commander may, however, designate his assistant or deputy commander as materiel readiness officer.

b. The materiel readiness officer—

(1) Determines the qualitative and quantitative status of equipment in relation to standards established for specific end items and organizational materiel.

(2) Corrects or reports to responsible authorities pertinent factors that contribute to qualitative or quantitative deficiencies of equipment, such as manpower, money, training, conservation of equipment life, repair parts, tools facilities, and maintenance management.

4-46. Provost Marshal

a. The PM—

(1) Advises on the maintenance of order and discipline and the enforcement of laws, orders, and regulations; populace and resources control; police intelligence nets; spe-

cial investigative efforts; and other associated police duties.

(2) Determines and makes recommendations concerning requirements for and employment of MP units and coordination with civilian police, paramilitary forces, and other civilian regulatory agencies.

(3) Prepares and supervises the MP portion of the training program and exercises staff supervision over MP training in the command.

(4) Plans and supervises the following MP operations:

(a) Confinement, care, and rehabilitation of military prisoners in stockades, rehabilitation training centers, and hospital prison wards.

(b) Collection, evacuation, processing, internment, care, treatment, discipline, safeguarding, use, education and repatriation of enemy PW and civilian internees.

(c) Control of circulation and identification of military personnel and civilian personnel subject to military control.

(d) Apprehension of military offenders and civilians who commit offenses in areas under military control.

(e) Control of traffic.

(f) Internal security of command posts and other critical facilities.

(g) Prevention and investigation of crime.

(h) Protection of Government property, including the prevention of pilferage of equipment and supplies in transit and in storage.

(i) Measures for aid to military or civil authorities in civil disturbances and disasters and coordination of these measures.

(j) Operation of branch PW and civilian internee information centers in theaters of operations.

(k) Provision of MP support and MP RAP potential.

b. In major combat service support command headquarters, the senior military police staff officer is assigned to the office of the ACofS, personnel, and is authorized direct access to the commander on matters of command interest.

c. FM 19-2 and FM 19-3 contain the specific responsibilities and duties of the PM at the various echelons.

4-47. Psychological Operations Officer

The PSYOP officer—

a. Advises the commander, staff, and units on psychological activities and PSYOP.

b. Coordinates PSYOP.

c. Prepares the PSYOP portion of the training program and exercises special staff supervision over PSYOP training throughout the command.

d. Plans and supervises PSYOP including—

(1) Preparation and distribution of PSYOP directives, plans, orders, and requests.

(2) Distribution of PSYOP portions of studies, research reports, and other pertinent material to interested action agencies.

(3) Formulation of research and intelligence requirements and the submission of such requirements to appropriate staff agencies.

(4) Further evaluation of intelligence and preparation of the PSYOP estimate.

e. Provides advice and information on the effect of hostile PSYOP and distributes for use in command information and public information.

f. Advises on command requirements for trained PSYOP units, personnel, equipment, supplies, and research.

g. Advises the commander on counterpropaganda measures.

h. Provides technical advice and assistance in the reorientation of defectors and PW.

i. Assists in foreign military PSYOP training and in coordinating allied PSYOP.

4-48. Secretary of the General Staff

Staffs of higher headquarters may include a secretary of the general staff (SGS). He is not a coordinating, special, or personal staff officer. In staffs other than the general staff, a staff secretary may perform the activities of an SGS. The SGS—

a. Acts as executive officer for the chief of staff.

b. Maintains office of temporary record for the chief of staff.

c. Receives officials visiting the headquarters

to confer with the commander, the chief of staff, deputy chiefs of staff, or ACofS's.

d. Performs other duties that the chief of staff may assign him.

4-49. Signal Officer

The signal officer—

a. Advises on communications-electronics matters, including signal communications, location of headquarters, location of signal facilities, and use of signal activities for deception.

b. Determines requirements for signal communications support and the employment of signal troops. (Responsibility at field army and division headquarters does not include plans and recommendations pertaining to supply and maintenance troops.)

c. Prepares the signal and ECCM portion of the training program and exercises staff supervision over signal and ECCM training of the command.

d. Exercises technical supervision over signal activities throughout the command.

e. Coordinates frequency allocation, frequency assignment and use, and the reporting and processing of interference problems.

f. Assists in preparation of EW plans and annexes.

g. Coordinates with the G3 and G2 concerning the CE aspects of tactical cover and deception operations.

h. Plans and supervises the following signal operations:

(1) Installation, operation, and maintenance of signal communications systems by assigned or attached signal units.

(2) Still and motion-picture photographic services except air photography, and the operation of film libraries and film equipment exchanges.

i. Takes the following action on matters pertaining to electromagnetic radiation:

(1) Advises the commander and staff on matters pertaining to electromagnetic radiation environments in the command.

(2) Observes radiofrequency-producing equipment in the command and advises on the effective use of this equipment to reduce radiofrequency interference with other communi-

cations equipment and with nuclear and conventional weapon systems.

(3) Advises the commander of expected effects on the command of all source-produced radiofrequencies.

(4) Coordinates measures to reduce electromagnetic radiation interference with the G2; the G3; field artillery; ADA; Army aviation; USASA; higher, lower, and adjacent headquarters; and supporting Services.

(5) Advises on the technical communications-electronics aspects of electronic systems and devices as required.

j. Implements the Signal Security Policy and Procedures.

4-50. Staff Judge Advocate

The staff judge advocate is a personal staff officer. He—

a. Provides legal advice to the commander, staff, and subordinate commanders on all matters involving military law, domestic law (including U.S. statutes, Federal regulations, State and local law), foreign law, status-of-forces agreements, and international law.

b. Supervises the administration of military justice in the command. He—

(1) Communicates directly with the commander on military justice matters.

(2) Examines and recommends to the convening authority appropriate action on charges before they are referred for trial by general court-martial, reviews records of trials by general courts-martial and military commissions, and recommends to the convening authority the action that should be taken.

(3) Provides counsel (qualified lawyers within the sense of Article 27(b): Uniform Code of Military Justice (UCMJ)) for trial and defense in general court-martial; provides defense counsel, when requested, at investigations conducted pursuant to Article 32: UCMJ and to an accused or suspect held in custody.

(4) Reviews records of trials by special and summary courts-martial for legal sufficiency and initiates appropriate corrective action when necessary; acts as custodian of special and summary courts-martial trial records.

(5) Prepares and processes correspond-

ence concerned with the imposition of non-judicial punishment under Article 15: UCMJ, when required; in appropriate cases, reviews appeals from punishment imposed under Article 15: UCMJ and makes recommendations to the commander.

(6) Recommends policies relating to conditions under which pretrial and posttrial confinement of military personnel will be imposed; advises and assists other staff agencies and subordinate commands in the enforcement of announced policies relative to confinement.

(7) Recommends policies relating to liaison with civil law enforcement and civil judicial agencies.

c. Reviews reports of investigating officers and boards of officers to determine legal sufficiency and makes appropriate recommendations to the commander; furnishes counsel when requested and available and when authorized by the appropriate Army regulation.

d. Supervises military justice and other legal training in the command.

e. Furnishes advice, as requested, to individuals against whom pecuniary liability is asserted in connection with reports of survey.

f. Furnishes legal assistance and advice to military personnel, their dependents, and other authorized persons concerning personal, civil, and legal problems.

g. Supervises and administers all matters pertaining to claims and recommends action to be taken, including certification for payment, if appropriate.

h. Prepares legal opinions and furnishes legal advice on public international law matters, both customary and conventional (the Hague Regulations, the Geneva Conventions of 1949, status-of-forces agreements), and on the applicability of U.S. laws in foreign countries. Provides advice on foreign law and private international law problems.

i. Examines procurement contracts; furnishes legal advice in connection with disputes and other problems in the procurement field, when required; provides counsel in Armed Services Board of Contract Appeals cases tried under the optional accelerated procedure; furnishes legal advice with respect to the use and disposal of Government property.

j. Supervises the administration of war crimes matters in the command.

k. Advises on legal aspects of CA, stability operations, military aid to U.S. civil authorities, disaster relief, and civil defense.

4-51. Surgeon

a. The surgeon—

(1) Advises on the health services of the command and the occupied or friendly territory within the commander's area of responsibility.

(2) Advises on the medical effects of the environment and of NBC weapons on personnel, rations, and water.

(3) Prescribes treatment procedures and insures that facilities for treatment of NBC casualties are available; insures that first aid supplies are available for troop use; examines foodstuffs and water to determine suitability for consumption after exposure to CB agents or radiological contamination and other types of pollution; identifies biological agents used against friendly troops; advises on preventive medicine measures to protect friendly troops from the effects of biological agents; and furnishes detailed technical evaluation of the impact of these agents on friendly troops.

(4) Determines requirements for, and supervises the requisitioning, procurement, storage, maintenance, distribution, and documentation of, medical, dental, and veterinary equipment and supplies.

(5) Plans and recommends requirements for classification and employment of medical service personnel.

(6) Prepares the medical portion of the training program and exercises staff supervision over medical training in the command; plans and supervises the training of non-U.S. military and civilian medical and paramedical personnel when so directed.

(7) Exercises staff supervision (and technical control when such authority is delegated as outlined in para 1-10b(1)(c)), over medical activities throughout the command, including personal hygiene, environmental sanitation, first aid, sanitary aspects of food service and food procurement, and other preventive medicine activities affecting the health of the command.

(8) Plans and supervises the following medical service operations:

(a) The system of treatment and evacuation, to include aeromedical evacuation by medical air ambulance units and by nonmedical Army aviation units.

(b) Preventive medicine in the command and, as required, in public health activities.

(c) Professional medical service in subordinate units.

(d) Veterinary food inspection service and animal veterinary service of the command and, as required, in civilian veterinary activities.

(e) Preparation of reports on, and custody of, the records of injured, sick, and wounded.

(f) Medical supply, maintenance, and repair facilities.

(g) Examination and processing of captured medical equipment and supplies of nonintelligence interest and necessary inspection service for captured animals and food supplies.

(h) Technical inspection of medical equipment and supplies, to include organizational maintenance.

(i) The equipment status reporting system within his area of responsibility.

(j) Medical laboratory service.

(k) Blood transfusion service.

(9) Submits to the Surgeon General appropriate recommendations on professional problems requiring research and development.

b. In major combat service support command headquarters, the surgeon is assigned to the office of the ACofS, personnel, and is authorized direct access to the commander on matters of command interest.

c. FM 8-10, FM 8-15, and FM 8-16 contain the specific responsibilities and duties of field army, corps, and division surgeons.

4-52. Transportation Officer

The transportation officer may be a member of of a coordinating staff section. He—

a. Makes plans and recommendations covering requirements for, availability of, and em-

ployment of transportation and transportation troops in the command.

b. Prepares the transportation portion of the training program and exercises staff supervision over the transportation aspects of training in the command.

c. Exercises staff supervision over transportation activities throughout the command.

d. Makes plans and recommendations (in coordination with the aviation officer) pertaining to—

(1) Requirements for Army air transportation for combat service support operations.

(2) Availability of Army aviation units.

(3) Employment of Army air transportation in combat service support operations.

e. Except for employment of Army air transportation (*f* below), plans and supervises the following:

(1) Establishment and operation of the transportation service of the command, except pipelines.

(2) Preparation of detailed orders for movement of troops and supplies by all means of transportation.

(3) Preparation of orders for the management of transportation means and for the operation of transportation movements.

(4) Recommendations concerning location and adequacy of main supply routes and location of combat service support installations.

(5) Coordination of all organic, attached, and supporting transportation agencies of the command, to include civilian transportation, when appropriate.

(6) Establishment, operation, and supervision of the highway traffic headquarters and responsibility for the development of traffic circulation plans in conjunction with the engineer and the PM.

(7) Examination and processing of captured transportation equipment of nonintelligence interest.

f. Plans and supervises use of Army air transportation (after coordination with the aviation officer) as follows:

(1) Employment of Army air transportation in combat service support operations and

integration of this means of transportation with other means.

(2) Preparation of orders for administrative movement of troops and supplies.

(3) Preparation and maintenance of availability and assignment tables, records, studies, and graphs.

4-53. EW/Cryptologic Officer

The EW/Cryptologic officer—

a. Advises on signal intelligence (SIGINT), signal security (SIGSEC), and electronic warfare (EW).

b. Assists in planning and supervising ECM operations.

c. Coordinates preparation of the EW annex to plans and orders.

d. Assists in determining requirements for USASA support and recommends allocation of support to subordinate units.

e. Advises the commander and appropriate staff elements and assists technical personnel with maintenance and other problems peculiar to the equipment, disposition, and employment of USASA units.

f. Advises and assists appropriate staff officers in matters pertaining to communications security, electronic security, and communications-electronic cover and deception.

4-54. Veterinary Officer

The veterinary officer—

a. Coordinates veterinary activities with the surgeon.

b. Exercises staff supervision over the command veterinary service.

c. Plans and supervises the following veterinary functions:

(1) Inspection of subsistence of both animal and nonanimal origin to determine compliance with requirements for wholesomeness and quality.

(2) Inspection of vehicles and facilities in which subsistence is transported, procured, processed, stored, or issued to insure that proper sanitary practices and methods are employed.

(3) Measures for the prevention and control of zoonotic and foodborne diseases.

(4) Care and treatment of military animals and prevention and control of disease and injury in military animals.

(5) Inspection of subsistence, including food-producing animals exposed to chemical, biological, or radiological contamination to determine suitability for consumption.

(6) Measures for the prevention and control of enzootic and epizootic diseases.

d. Advises on the—

(1) Minimum sanitary standards for vehicles and facilities in which subsistence is transported, procured, processed, stored, or issued.

(2) Procurement and management of military animals.

(3) Participation of veterinary personnel and units in CA activities.

(4) Use of medical laboratory services by veterinary personnel.

e. Determines the requirements for veterinary supplies and equipment.

f. Prepares reports on command veterinary activities.

4-55. Women's Army Corps Staff Officer

The Women's Army Corps (WAC) staff advisor—

a. Makes recommendations to appropriate commanders and staff officers on plans and policies pertaining to procurement, classifica-

tion, training, utilization, assignment, career development, combat service support, promotion, investigation, discipline, separation, participation in reserve activities of the Army command and any other matter that affects the morale and well-being of WAC commissioned officers, warrant officers, and enlisted women.

b. Inspects WAC units and individuals in the command.

4-56. Weather Officer

The Air Weather Service provides weather officers to tactical commanders. The weather officer—

a. Advises the commander on the organization, functions, and capabilities of supporting weather facilities.

b. Keeps informed of plans to insure that adequate facilities will be provided to meet weather service requirements.

c. Insures that requirements for weather observing and reporting are clearly defined and thoroughly coordinated with the organizations that will provide the reports.

d. Insures that weather service requirements for communications and combat service support are made known to the agencies responsible for providing the reports.

e. Assists the commander in analyzing and fulfilling command requirements for weather training.

Section VII. CONSIDERATIONS IN THE APPLICATION OF STAFF RESPONSIBILITIES AND DUTIES AT FIELD ECHELONS

4-57. General

a. The staff responsibilities and duties enumerated in previous sections of this chapter vary with the echelon of command. Certain of the responsibilities and duties listed apply at one echelon but not at another.

b. This section contains a discussion of the scope and importance of staff operations at the various field command headquarters and indicates the staff responsibilities and duties normally not applicable at these headquarters.

4-58. Theater Army

a. FM 100-15 contains a discussion of the

concept of organization, the operational mission, and the administrative mission of theater army.

b. Theater army staffs develop policy and coordinate operations rather than conduct operations. Therefore, the operational responsibilities and duties indicated in paragraphs 4-27 through 4-56 for various staff officers, whether combat, combat support, or combat service support, normally do not apply at theater army level.

4-59. Army Group

a. FM 100-15 contains doctrine for army

group operations, to include organization, strategic and tactical missions, and administrative functions.

b. The primary concern of army groups staffs is developing plans and providing long-range operational direction (letters of instruction) to subordinate field armies. Staff activities devoted to the conduct of current operations are generally limited to intelligence collection in support of planning and long-range interdiction, control and allocation of means available for current army group operations, and supervision of the execution of army group orders.

4-60. Field Army

a. FM 54-3 and FM 100-15 contain doctrine for field army operations, to include organization, missions, and functions.

b. The field army staff is both a planning and an operational staff. Staff activities include combat, combat support, and combat service support operation planning, coordination, and supervision. The FASCOM staff is responsible for staff planning and supervision in the FASCOM. The responsibilities and duties contained in this chapter apply except as noted in *c* through *e* below.

c. Special staff officers act as monitors in the determination of requirements for, and in the requisition, procurement, storage, distribution, and documentation of, equipment and supplies; in the recovery, evacuation, maintenance, and reclamation of materiel; and in the acquisition, administration, and disposition of real estate. This monitor role represents command interest in smooth and efficient operations. It is also the commander's means for detecting weaknesses, for evaluating the efficiency of the support provided, and for recommending allocations and priorities. In combat service support activities, the monitor role does not include detailed planning of operational organization, procedures, and techniques or control and coordination of current operating activities.

d. Special staff officers do advise and make recommendations concerning combat service support matters when field army operations are being planned, but only when these matters are within their respective functional areas of responsibility.

e. Specific differences in the responsibilities of certain special staff officers are in paragraphs 4-27 through 4-56 and in other applicable field manuals.

4-61. Corps

a. FM 100-15 contains doctrine for corps operations, to include organization, missions, and functions.

b. The corps staff is both a planning and an operational staff. Staff activities primarily deal with combat and combat support operation planning, coordination, and supervision. Staff activities concerned with combat service support operations are limited to those necessary to assist the operations of the corps. They consist primarily of making recommendations for field army support of corps units and controlling and allocating ammunition and allocating ammunition and other supply items, if required.

c. The responsibilities and duties of staff officers at the corps echelon are essentially the same as those at the field army echelon (para 4-60).

4-62. Division

a. FM 54-2 and FM 61-100 contain doctrine for division operations, to include organization, missions, and functions.

b. The division staff is a planning and an operational staff. The discussion of the field army staff (para 4-60) applies generally to the division echelon. The division support command (DISCOM) staff is responsible for staff planning and supervision in the DISCOM. Specific differences in the responsibilities of certain special staff officers are in Paragraphs 4-27 through 4-56 and in other applicable field manuals.

Section VIII. UNIT STAFF OFFICERS

4-63. General

a. The staff of units smaller than division are organized to meet unit requirements. Staff officers may be assigned duties both general and special in nature.

b. The responsibilities and duties of specific staff officers for a specific staff organization are in appropriate field manuals or other training publications covering the particular unit.

4-64. Typical Unit Staff Officers

a. Staff officers found in headquarters of organizations smaller than division may include—

(1) The executive officer, who performs functions generally similar to those of a chief of staff (para 4-4). In addition, he may be the second in command.

(2) The adjutant (S1), who performs many of the same functions as the SGS and the G1 at higher echelons, and the personnel staff officers, who may not be present in the smaller unit staff.

(3) The intelligence officer (S2), who performs generally the same functions as the G2 at higher echelons.

(4) The operations and training officer (S3), who performs generally the same functions as the G3, plus certain operational functions of special staff officers who may not be members of the small unit staff; e.g., the chemical staff officer and the engineer staff officer.

(5) The logistics officer (S4), who performs generally the same functions as the G4 at higher echelons.

(6) A combat battalion or brigade deployed in stability operations normally has a CA (S5) section. When a unit is not authorized an S5 section (e.g., battalion deployed in conventional operations), the commander should designate an officer, usually the S3, to be responsible for CA functions.

b. Staff specialists on smaller unit staffs include officers trained to work with assigned or attached specialist groups. These specialists

generally function as technical advisors and may include—

(1) An ammunition officer, who advises on the status of ammunition and the means for its delivery; requisitions, receives, and distributes ammunition; maintains records; and submits ammunition reports.

(2) A signal officer, who acts as the principal communications-electronics staff advisor to the commander.

(3) A maintenance officer, who—

(a) Advises on all maintenance matters.

(b) Supervises all maintenance activities (less medical and cryptologic), to include the adequacy of maintenance organization, personnel, tools, equipment, repair parts, and facilities.

(c) Maintains liaison with higher, adjacent, and lower headquarters concerning maintenance matters.

(d) Prepares equipment status reports, as required; maintains records of equipment condition; and advises on trends and incipient maintenance problem areas.

(e) Analyzes maintenance data and recommends courses of action based on such analysis.

(4) A materiel readiness officer (para 4-45).

(5) A motor officer, who advises on motor transportation and supervises the operation and maintenance of all motor transportation of the unit and the training of motor transportation personnel.

(6) A chemical officer, who performs generally the same functions as the chemical staff officer at higher echelons and also functions as an assistant operations officer.

(7) An information officer, who performs generally the same functions as the information staff officer on higher echelon staffs.

(8) A surgeon, who performs generally the same functions as the division surgeon.

(9) A chaplain, who performs generally the same functions as the chaplain at higher echelons.

(10) An aviation officer, who exercises

supervision over the technical and flight aspects of the administrative training, safety, and operation of assigned Army aircraft and aviation personnel. He advises the commander regarding the loading, capabilities, and employment of assigned and supporting Army aircraft.

c. Commanders of attached or supporting units provide staff assistance in their areas of interest as required. For example—

(1) The commander of an attached or

supporting artillery unit normally serves as the FSCOORD.

(2) The commander of the flight detachment assigned, attached, or supporting the unit performs the same functions as the aviation officer when an aviation officer is not provided by the TOE or the TDA.

(3) The engineer unit commander functions as the supported unit engineer staff officer when an engineer unit is in support or attachment.



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CHAPTER 5

SEQUENCE OF ACTIONS IN MAKING AND EXECUTING DECISIONS

5-1. General

a. The commander and his staff often initiate planning before they receive a mission. After they receive a mission, they are continuously involved in planning for contingencies. During the conduct of operations, unforeseen situations frequently require a command decision.

b. The above requirements invariably involve problem solving, preparation of plans or orders, and execution of decisions. The completion of these three phases in a uniform sequence provides the commander assurance that all contingencies are considered, that his decision is based on all available information, and that maximum use is made of available staff assistance. This uniform sequence assists staff officers in fulfilling their responsibilities by making it possible for them to anticipate the needs of each succeeding step and thus complete the necessary preliminary actions. This results in faster staff reaction and in better prepared staff actions.

c. This chapter contains a discussion of the sequence of actions in making and executing decisions. Chapter 6 contains a discussion of military problem-solving techniques; chapter 7, plans and planning; and chapter 8, preparation of orders.

5-2. The Sequence of Actions

The sequence of actions in making and executing decisions involves a series of separate actions, hereinafter referred to as *steps*. Although this discussion applies primarily to the tactical commander and the development of his plans and orders for combat operations, it is equally applicable to other military operations and to all staff officers in determining recommendations. Figure 5-1 shows the steps a commander and his staff use in arriving at

and executing decisions. These steps are discussed in *a* through *i* below.

a. A higher headquarters assigns the *mission* (step 1) or the commander develops or deduces it. Through mission analysis, the commander determines the specified tasks to be performed to accomplish the mission and any implied tasks that he considers appropriate to call to the attention of the staff.

b. His staff provides the commander the *information available* (step 2). Subordinate commanders receive information concerning the mission and the situation as early as practicable in the planning phase, and at least by the time staff estimates are being prepared.

c. Based on this information, the commander completes his mission analysis and issues his *planning guidance* (step 3).

(1) This is the commander's guidance to his staff members for use in preparing or revising their estimates. The amount of planning guidance varies with each mission, the volume and validity of information available, the situation, and the experience of the commander and the staff.

(2) Planning guidance is not limited to one specific step in the sequence of actions. However, initial guidance should precede the preparation of staff estimates.

(a) The commander normally includes in his initial guidance his restated mission as determined by his mission analysis; his general plan for using nuclear, biological, and chemical weapons, if appropriate; any other factors that he considers important at this time; and any courses of action that he wishes developed.

(b) Unless higher headquarters has directed a specific course of action, he does not select the course of action at this time, be-

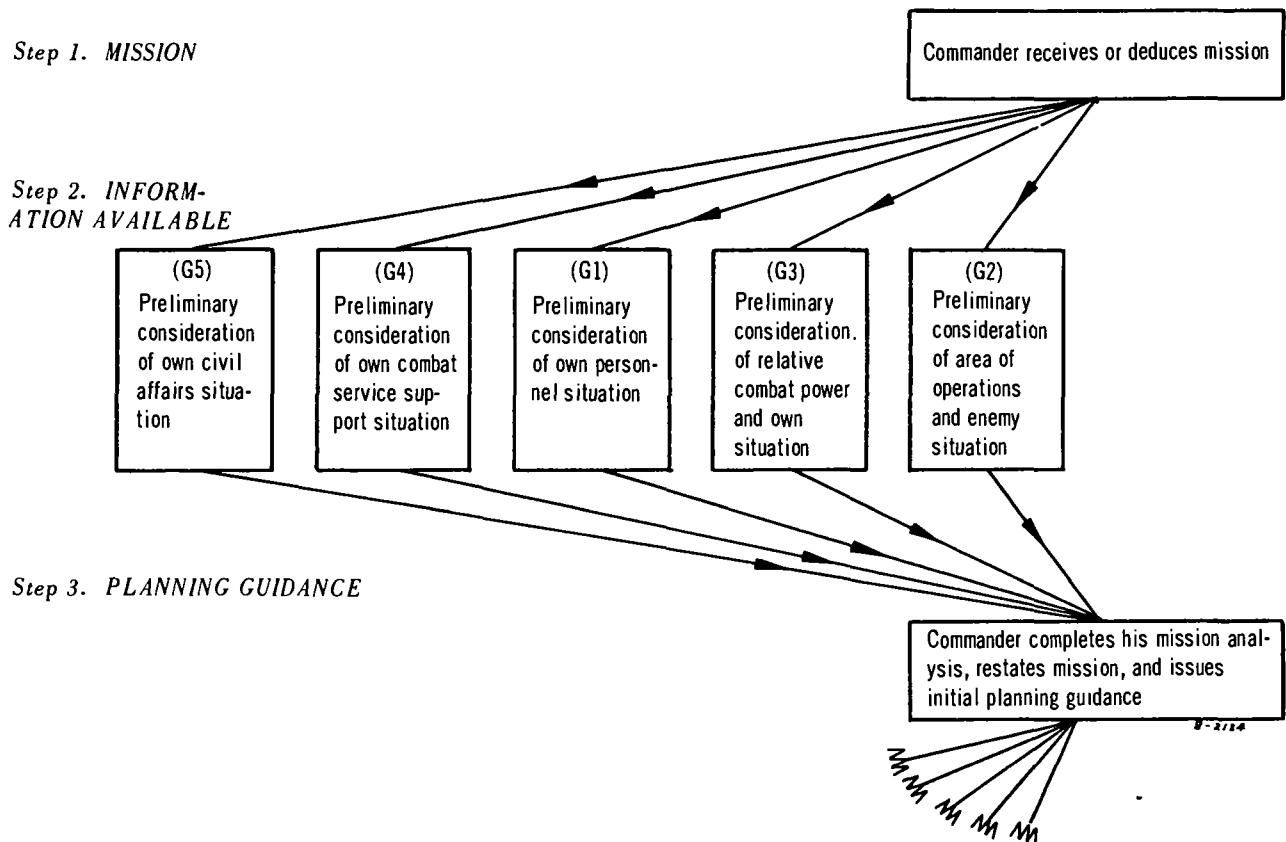


Figure 5-1. Sequence of actions in making and executing decisions.

cause to do so would prevent objective and unbiased staff estimates.

d. Based on the restated mission and planning guidance received, the coordinating staff officers prepare their *staff estimates* (step 4), assisted by special staff officers, who may also prepare their own estimates, if required. The coordinating staff officers present their estimates to the commander, which results in recommendations on the actions the commander should take to accomplish his mission.

e. In step 5, the commander considers the recommendations of his staff, completes his own *estimate*, and announces his *decision*.

f. Following the decision statement (the last step of the commander's estimate), the commander may provide the staff with his overall concept of how the operation will be conducted (commander's concept), which is an amplification of his decision and explains any aspects he

considers necessary.

g. A careful analysis, based on a complete understanding of the decision and the commander's concept of the operation, leads to a determination by all staff members of the actions required by the command to carry the operation to successful completion and to *preparation of plans or orders* (step 6).

h. The staff normally submits plans and orders to the commander for *approval* (step 7) before they are published as *plans or orders* (step 8). (Step 7 may be omitted if the urgency of the situation so warrants and if the commander has delegated such authority.)

i. *Command and staff supervision of the execution of orders* (step 9) is a continuing action and insures successful accomplishment of the mission, based on the commander's decision and his concept of the operation.

Step 4. STAFF ESTIMATES

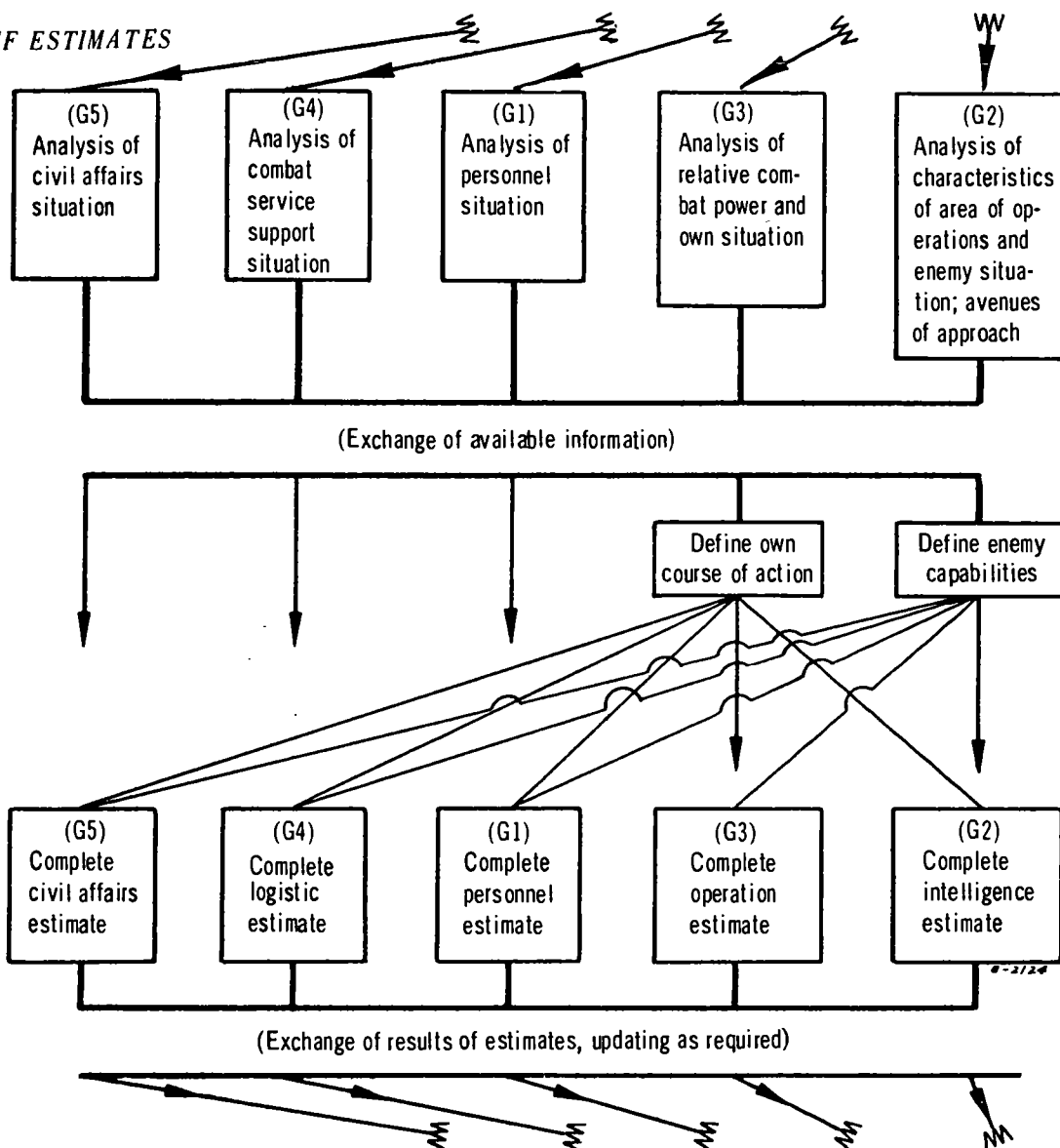
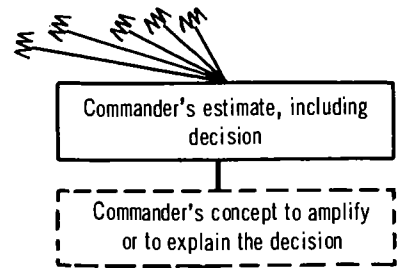


Figure 5-1—Continued.

Step 5. COMMANDER'S ESTIMATE

COMMANDER'S CONCEPT (Not a step, but given here if considered necessary by commander.)



Step 6. PREPARATION OF PLANS (OR ORDERS)

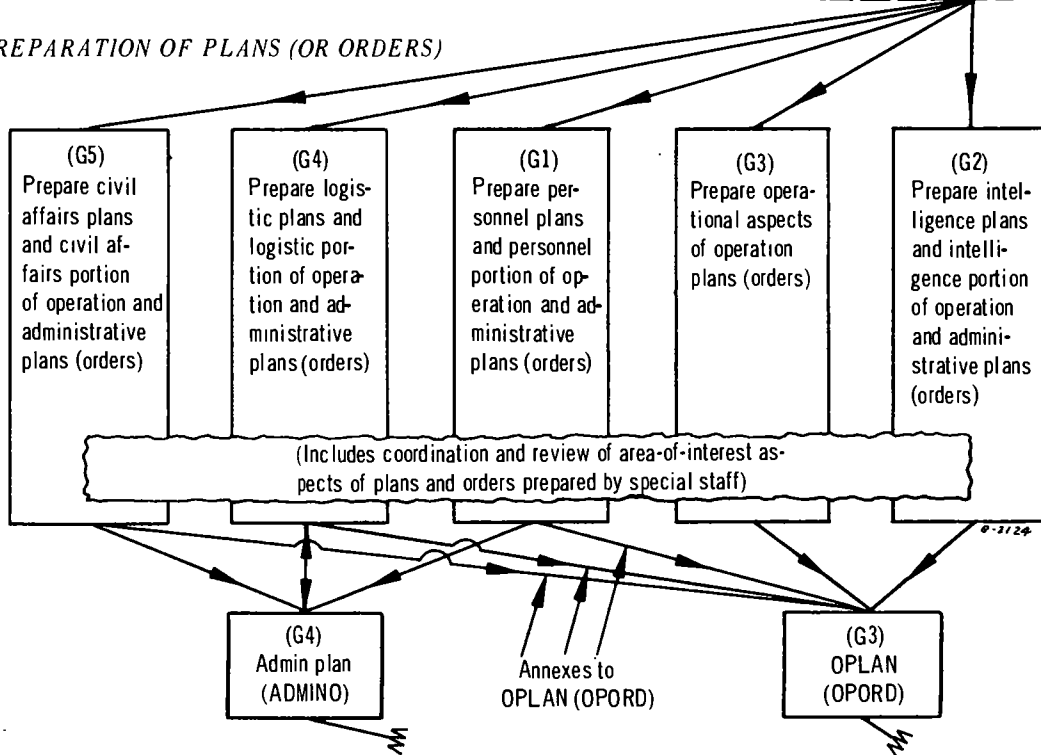


Figure 5-1—Continued.

CHAPTER 6

MILITARY PROBLEM-SOLVING TECHNIQUES

(STANAG 2118)

Section I. INTRODUCTION

6-1. General

a. The commander and his staff continually face problems involving uncertainties and other possibilities for solution. They must make decisions and recommendations based on judgment of such uncertainties as enemy capabilities, the influence of morale, the state of training, an untried weapon system, or a new organization.

b. Decisions result from a problem-solving process that consists of—

- (1) Recognizing the problem.
- (2) Gathering the data needed to solve the problem.
- (3) Developing and listing possible solutions to the problem.
- (4) Analyzing possible solutions to the problem.
- (5) Selecting the best solution to the problem.

c. To insure that the many factors which influence military operations receive logical and orderly consideration, the Army uses several systematic methods of problem solving, two of which are the estimate of the situation and the staff study. These methods assist decision-makers in developing a logical course of action. Use of these methods of problem solving requires the application of logic, knowledge, experience, and judgment. Standardized forms outlining these methods remind the decision-maker to analyze his mission; to collect his facts; and, by orderly reasoning, to progress to a sound decision. Knowledge, experience, and judgment will influence his selection of the best of several feasible courses of action.

6-2. Judgment

Good judgment is the ability to select and

weigh relevant facts and ideas. The good judge must know which features of a problem are significant. He must know which facts to disregard or eliminate as irrelevant and which to retain. He must recognize any indications that a proposed solution is inadequate. Experience, training, and study contribute to good judgment, but alertness, flexibility of mind, and intellectual curiosity are equally essential.

6-3. Assumptions

a. Pertinent assumptions are indispensable to good planning. They fill gaps in the knowledge of what conditions are or probably will be.

b. The validity of the assumptions is critical to any good estimate or study. Each assumption used must be tested against the question, "Is this assumption absolutely necessary to the solution of this problem?" If the answer is no, the assumption is not valid.

c. An assumption also must be *logical*; it must be *realistic*; and it must be *stated positively*.

d. In the preparation of estimates, studies, and plans, assumptions may cover the enemy situation or the friendly situation, or both. Assumptions may also be valuable to the commander when his own operations will be affected by the outcome of other operations over which he has no direct control.

e. Assumptions must not be used too freely; however, they should not be avoided when they are essential to the estimate, study, or plan.

f. The commander's decision, which may be based on assumptions, provides guidance for preparation of the plan.

Section II. THE ESTIMATE OF THE SITUATION

6-4. Purpose of the Estimate of the Situation

a. The estimate of the situation is a problem-solving process, the purpose of which is to find the best way to accomplish a given mission. The estimator considers all the circumstances affecting the situation and analyzes and evaluates possible courses of action. The conclusion indicates the course of action that offers the best probability of success. This given the commander a basis for making his decision and for determining how he will employ his unit.

b. The basic approach used in the estimate of the situation is applicable to any situation, echelon, or type of command. An individual may use this process to arrive at any decision. The commander uses it to decide his best course of action. The staff officer uses the commander's estimate to determine a recommended course of action for accomplishing a specific task. He uses the staff estimate to determine how factors in his particular field of interest will influence courses of action under consideration and to arrive at his recommendations to the commander.

6-5. Scope and Nature of the Estimate of the Situation

a. The estimate is as thorough as time and circumstances permit. The detail varies with the echelon and the type of command.

(1) Normally, estimates at division are not formal, written documents. However, the commander or the staff officer should use the appropriate form (app C) as a guide and checklist.

(2) At echelons above division, the estimate frequently is written and follows the prescribed form in detail.

b. The estimator (whether a commander or a staff officer) uses information, conclusions, and recommendations from other pertinent estimates in analyzing his problem. He may incorporate some of this material into his estimate, but he alone is responsible for the content of his estimate.

6-6. The Format for an Estimate of the Situation

a. How the estimator arrives at a decision is a matter of his personal determination. However, sound decisions result only from a thorough, clear, unemotional analysis of all data pertinent to the situation. Because modern military problems are complex, the organization and consideration of data in a certain sequence make logical analysis easier and the production of sound conclusions more likely.

b. The format for the estimate of the situation assists the estimator in applying thoroughness, clarity, judgment, logic, and professional knowledge to the situation and in reaching a sound decision. Figure 6-1 provides a general description of the format and the contents of each of its elements.

c. This format is a logical and useful one but is not rigid. The estimator does not have to complete one paragraph before he goes to the next. He may make many small analyses or estimates within the overall estimate and refer frequently to material previously considered, revising or adding to this material as necessary. The format is valuable as a checklist. It insures the consideration of significant aspects and serves as a base or a reference point for updating the estimate.

d. Subsequent paragraphs contain a discussion of the application of this format to the needs of tactical commanders, combat service support commanders, and staff officers.

6-7. The Tactical Commander's Estimate of the Situation

a. The purpose of this estimate is to determine the best course of action for accomplishing a tactical mission.

b. The commander prepares his estimate based on his knowledge of the situation and on oral or written reports by his staff. Each staff member comments on the effect possible courses of action will have on those considerations within his area of responsibility. Whether the commander personally prepares

a written estimate, makes a mental estimate, or studies and approves the recommendations in staff estimates (para 6-9), he is responsible for and must announce his decision.

c. Appendix C contains the basic principles for preparing a tactical commander's estimate of the situation. It also contains two specific examples showing how a tactical commander can use estimates of the situation.

6-8. The Combat Service Support Commander's Estimate of the Situation

a. The purpose of this estimate is to determine the best course of action to accomplish a combat service support mission. In preparing the estimate, the commander follows the same basic principles and sequence as indicated for the tactical commander in paragraph 6-7. Some modification is necessary, however, so that all the factors applicable to the combat service support mission may be examined. Because the combat service support estimate is necessarily detailed, it is generally a written report. A large portion is based on data and conclusions contained in the personnel, logistic, and civil affairs (CA) estimates prepared by appropriate staff officers of the combat service support command headquarters concerned.

b. Appendix C contains a sequence for preparing a combat service support commander's estimate.

6-9. Staff Officer Estimates

a. General.

(1) In studying a problem, the staff assists the commander by furnishing information, conclusions, and recommendations. One of the principal methods staff officers use in providing this assistance is the estimate. The estimate serves two general purposes—

(a) It summarizes the significant aspects of the situation, thereby, assisting the commander in selecting a course of action. (The commander uses this summarization in paragraphs 2 and 3 of his estimate.)

(b) It evaluates and determines how the means available can best be used to accomplish the mission. (The commander may incorporate this portion, in part, into his estimate; or the staff officer may use it, after the

commander announces his decision, to determine his recommendations to accomplish the subsidiary mission over which he has supervision or control.)

(2) In making an estimate, the staff officer consults with other staff officers and with other appropriate agencies to insure that he considers all the factors affecting the situation.

(3) A properly prepared staff officer estimate culminates in definite conclusions and recommendations.

b. *Preparation.* Staff officer estimates follow the same logical and orderly process indicated previously in this chapter. The staff officers may present their estimates orally or in writing.

(1) Except for the operation estimate, the subject areas of staff estimates are smaller in scope than the commander's estimate. The operation estimate uses the same format as the commander's estimate and generally has the same content. However, the operation estimate culminates in a recommendation, while the commander's estimate reaches a decision.

(2) Staff officers may prepare estimates on a variety of subject areas. General staff officers may prepare an estimate covering the entire area of their primary general staff responsibilities, or some subarea or activity included therein. Likewise, special staff officers may prepare an estimate covering all, or a portion of, their responsibilities.

(3) General staff officers in tactical commands prepare the estimates discussed paragraphs 6-10 through 6-13. Estimates prepared by general staff officers in combat service support commands and CA commands follow the same format within the subject area covered by the estimate.

6-10. Personnel Officer Estimates

a. The personnel officer estimate of the situation may be a study of the influence of personnel factors on accomplishment of the mission or on contemplated courses of action; or it may indicate the impact of the operation on personnel matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific personnel task.

b. When the purpose of the estimate is to study the influence of personnel factors on operations, the estimate is titled "Personnel Estimate." Appendix C contains a format that establishes a sequence for preparing a personnel estimate and a specific example of a personnel estimate for a tactical command.

6-11. Intelligence Officer Estimates

a. The intelligence officer makes an estimate to determine enemy, or potential enemy, capabilities (including the priority in which they may be adopted) and exploitable vulnerabilities and the effects of the area of operations on friendly operations. On the other hand, he may make an estimate that results in a recommended course of action for accomplishing a specific intelligence task.

b. When the purpose of the estimate is to determine enemy capabilities and vulnerabilities, the estimate is titled "Intelligence Estimate." Appendix C contains a format that establishes a sequence for preparing an intelligence estimate and a specific example of an intelligence estimate for a tactical command.

6-12. Operations Officer Estimates

a. The operations officer estimate may be an analysis of all the factors affecting reasonable and practical courses of action that, if successful, will accomplish the mission. The analysis includes a study of the impact of operations on friendly forces in determining the recommended course of action for accomplishing the command mission. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific operational task.

b. When the purpose of the estimate is to recommend a course of action for accomplishing the command mission, the estimate is titled "Operation Estimate." For a tactical command, the discussion of the tactical commander's es-

timate (para 6-7) is applicable except for re-titling the estimate "Operation Estimate" and re-titling paragraph 5 "Recommendations" and including the course of action recommended. For a combat service support command, the discussion of the combat service support commander's estimate (para 6-8) is applicable.

6-13. Logistics Officer Estimates

a. The logistics officer estimate of the situation may be a study of the influence of combat service support factors on accomplishment of the mission or on contemplated courses of action. The study includes an analysis of the impact of the operation on combat service support matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific combat service support task.

b. When the purpose of the estimate is to study the influence of combat service support factors on operations, the estimate is titled "Logistic Estimate." Appendix C contains a format that establishes a sequence for preparing a logistic estimate and a specific example of a logistic estimate for a tactical command.

6-14. Civil Affairs Officer Estimates

a. The CA staff officer estimate may be a study of the influence of CA factors on accomplishment of the mission or on contemplated courses of action. The study includes an analysis of the impact of the operation on CA matters. On the other hand, the estimate may be an analysis that results in a recommended course of action for accomplishing a specific CA task.

b. When the purpose of the estimate is to study the influence of CA factors on operations, the estimate is titled "Civil Affairs Estimate." Appendix C contains a format that establishes a sequence for preparing a CA estimate and a specific example of a CA estimate for a tactical command.

Section III. THE STAFF STUDY

6-15. General

a. The staff study plays the same role in staff operations pertaining to administration that the estimate of the situation does in combat operations. The staff study assists the com-

mander in making a decision when he is dealing with complex or controversial questions. While the staff study is an important vehicle in decisionmaking, it should not be overused.

b. A staff study is a formal staff paper containing a concise and accurate analysis and recommending a solution to a specific problem or a specific problem area. It is the result of thorough military research and provides the commander, or other superiors, a report of the analysis, together with conclusions and recommendations, made by the author.

6-16. Preparation

a. Staff studies have a fixed format as follows:

<i>Paragraph</i>	<i>Title</i>
1.	PROBLEM
2.	ASSUMPTIONS
3.	FACTS BEARING ON THE PROBLEM
4.	DISCUSSION
5.	CONCLUSION
6.	ACTION RECOMMENDED

b. Appendix D contains a detailed discussion of principles and procedures in preparing a staff study, to include a format and an example of a staff study.



CHAPTER 8

ORDERS

(STANAG 2014, STANAG 2032, and STANAG 2041)

Section I. INTRODUCTION

8-1. General

The words "order," "directive," "instruction," and "command" are synonymous for all practical purposes. All are written or oral communications that convey information governing action. The word "command" implies less choice to the recipient in the manner of execution than do the other forms of orders. The word "directive" is used most often to describe a communication indicating broad aims, policies, or strategic plans promulgated by theater or higher commanders. The term "letter of instructions" is applied most frequently to documents prescribing guidance for and control of operations of a large command (e.g., a field army) over a long period. Appendix H contains historical examples of a directive and a letter of instructions.

8-2. Orders

Orders are of three general classes—combat, routine, and court-martial.

a. Combat orders pertain to strategic or tactical operations and their attendant combat service support. A combat order may be issued initially as a plan to become an order at some future time, either specified or as stated contingencies arise. Besides directives and letters

of instructions, other combat orders are—

(1) *Operation orders*, which provide for coordinated action to carry out the decision of a commander in the conduct of an operation. The term "operation order" is general and includes both operation orders for the conduct of tactical operations and movement orders. Combat service support commanders also use operation orders to task their own units.

(2) *Administrative orders*, which provide for coordinated combat service support for the command.

(3) *Standing operating procedure (SOP)*, which prescribe routine methods to be followed in operations.

(4) *Warning orders*, which give preliminary notice of actions or orders that are to follow. These are usually brief oral or written messages.

b. Routine and court-martial orders cover normal administrative operations in garrison or field service and include general, special, and letter orders; bulletins; circulars; and memorandums. For details, see AR 310-1 and AR 310-10.

c. Maintenance, retirement, and disposal of record sets and reference sets of orders are in accordance with the AR 345-series.

Section II. COMBAT ORDERS

8-3. General

A discussion of the characteristics of a combat order is contained in *a* through *h* below.

a. Clarity. Each command or agency that uses a combat order must understand it thoroughly. Use of highly technical language can cause misinterpretation. Use of accepted mili-

tary terminology and phraseology conveys identical meanings to all using agencies.

b. Completeness. The order contains all the information and instructions necessary to coordinate and execute the operation. However, the order prescribes only those details or methods of execution necessary to insure that the

actions of the subordinate units concerned conform to the plan of operations for the entire force.

c. Brevity. Superfluous words and unnecessary detail are avoided. However, clarity and completeness are not sacrificed in the interest of brevity.

d. Recognition of Subordinate Commander's Prerogatives. The order should not infringe on the initiative of subordinate commanders by prescribing details of execution that lie within their province. Only under overriding circumstances, such as an operation requiring extremely close coordination and timing, should a subordinate commander be told precisely how to perform an assigned task.

e. Use of the Affirmative Form. In the interest of simplicity and clarity, the affirmative form of expression is used throughout all combat orders. Such wording as "The trains will not accompany the brigade (battalion)" is defective for two reasons: first, the intent of the order depends on the word "not"; second, actual disposition of the trains is not indicated. The proper form is "Trains remain in the assembly area."

f. Avoidance of Qualified Directives. Such expressions as "attack vigorously" are not only meaningless and extraneous, but weaken the force of subsequent directives in which the qualifying adverb does not appear. Such expressions as "try to hold" and "as far as possible" lessen responsibility. Use of such terms as "main attack" and "coordinated attack" are adequate and clear and do not require further qualification. Use of the term "supporting attack" should be avoided.

g. Authoritative Expression. The order reflects the commander's intention and will. Indecisive, vague, and ambiguous language indicates vacillation and indecision and leads to uncertainty and lack of confidence on the part of subordinates. The commander tells his subordinates in direct and unmistakable terms exactly what he wants them to do.

h. Timeliness. Timely distribution of orders allows subordinate commanders sufficient time for adequate planning and preparation. Concurrent planning saves time.

8-4. Operation Order

a. General. The operation order is the result of operational planning. When an operation is to be conducted immediately, the complete order, or a series of fragmentary orders, is prepared based on the commander's announced decision. When an operation is to be conducted at some future time, the operation order may be an operation plan that will be executed on order by appropriate implementing instructions; for example, "Execute OPLAN 16 as OPOD 8. D-day H-hour is 151700 July 1968."

b. Content of the Operation Order. The operation order prescribes only those details or methods of execution necessary to insure that the actions of the subordinate units concerned conform to the plan of operations for the entire force. The details included may concern combat, combat support, and combat service support aspects of the operation.

c. Preparation of the Order.

(1) *Staff activity in the preparation of the operation order.* The ACofS, G3, operations (ACofS, security, plans, and operations, in the TASCOT and the FASCOM), has primary general staff responsibility for preparation, publication, and distribution of the operation order of a command. Other staff officers, both coordinating and special, assist by providing those portions of the order pertaining to their staff responsibilities. This contribution varies from a single sentence to a complete annex, depending on the requirement and the staff officer concerned. Appendix B contains a discussion of general staff officer activities in the preparation and issuance of an operation order.

(2) *Format.* STANAG 2014 contains a standard format. A fragmentary operation order conforms to this format; however, those elements normally found in a complete order are omitted when they have not changed, are not essential, or are unavailable or incomplete at the time of issue. Formats and examples are in appendix H.

(3) *Techniques in the preparation of operation orders.* Certain techniques applicable in the preparation of operation orders are in appendix E.

d. Signature and Authentication.

(1) Normally, the commander signs the original copy (No. 1) of the operation order. This becomes the file or historical copy. He may authorize a specifically designated representative to sign this copy for him.

(2) The operations officer authenticates the second and succeeding copies of the operation order in the absence of facilities for automatic reproduction of a signed order.

8-5. Administrative Order

a. General.

(1) The administrative order is a formal directive that prescribes the details or the method of execution for combat service support of a combat operation or maneuver.

(2) An administrative order is issued separately when the combat service support situation is expected to apply to more than one operation plan or order. During a continuing situation, necessary changes to the current order are by the issuance of fragmentary orders or by the inclusion of changes in the operation order. A completely new order is issued when a complete change in the combat service support situation or in the tactical situation occurs or when many changes make the current order ineffective. A complete administrative order is also prepared as a matter of historical record.

(3) Commanders having major combat service support responsibilities most frequently issue administrative orders. However, these orders may be issued by other commanders, depending on the type of unit and its mission, the complexity of the combat service support situation, and the SOP.

b. Content of the Administrative Order. The administrative order contains information and instructions pertaining to combat service support activities. It is primarily for the units being supported rather than for the units that provide the support.

c. Preparation of the Order.

(1) *Staff activity in the preparation of the administrative order.* The ACofS, G4, logistics (ACofS, security, plans, and operations in the TASCOT and the FASCOM), has primary general staff responsibility for prepara-

tion, publication, and distribution of the administrative order of a command. Other staff officers, both coordinating and special, assist by providing those portions of the order pertaining to their staff responsibilities. This contribution varies from a single sentence to a complex annex, depending on the requirement and the staff officer concerned. Appendix B contains a discussion of general staff officer activities in the preparation and issuance of the administrative order.

(2) *Format.* STANAG 2032 contains a standard format. A fragmentary administrative order conforms to this format; however, those elements normally found in a complete order are omitted when they have not changed, are not essential, or are unavailable or incomplete at the time of issue. Formats and examples are in appendix H.

(3) *Techniques in the preparation of administrative orders.* Certain techniques applicable in the preparation of administrative orders are in appendix E.

d. Signature and Authentication.

(1) Normally, the commander signs the original copy (No. 1) of the administrative order. This becomes the file or historical copy. He may authorize a specifically designated representative to sign this copy for him.

(2) The general staff officer having primary responsibility for preparation of the administrative order authenticates the second and succeeding copies of the order in the absence of facilities for automatic reproduction of a signed order.

8-6. Standing Operating Procedure

a. General. SOP reduce the number, length, and frequency of other types of orders. They establish the regular procedure to be followed in the absence of specific instructions. The purposes of SOP are to—

(1) Simplify the preparation and transmission of other orders.

(2) Simplify and perfect the training of troops.

(3) Promote understanding and teamwork between the commander, staff, and troops.

(4) Facilitate and expedite operations and reduce confusion and errors.

b. Scope.

(1) Each command develops an appropriate SOP based on applicable portions of published procedures of higher headquarters, the desires of the commander, and the habitual procedures that have been developed through experience.

(2) The SOP of a command normally includes a definite statement that subordinate unit SOP will be based on, and conform to, that of the issuing command.

(3) The SOP is changed as necessary to meet various conditions or existing practices. The SOP is sufficiently complete to advise new arrivals or newly attached units of the procedures followed in the command. The amount of detail depends on the size of the unit and its state of training. Technical instructions pertaining to a limited number of specialists are issued as separate memorandums or as annexes, which are referenced in the appropriate place in the body of the SOP.

c. Preparation, Publication, and Distribution.

(1) The preparation, publication, and distribution of the command SOP is the primary general staff responsibility of the operations officer. Other staff officers prepare appropriate

portions of the SOP in the same manner as discussed for the operation order and the administrative order (para 8-4c and 8-5c, respectively).

(2) The SOP is published in the format most effective for the command. So far as possible, subordinate units should follow the format of the next higher headquarters SOP.

(3) The use of looseleaf form and annexes facilitates the issuance of changes and permits specific working groups to retain only those annexes or portions of the SOP required in their work.

(4) Sample formats for tactical and for combat service support command SOP are in appendix H. Field manuals covering the operations of units contain examples of SOP.

8-7. Warning Orders

Warning orders are appropriate at all levels of command whenever their use can save time or energy. Warning orders give subordinate units advance notice of a contemplated action so that they may have time to make the necessary preparations. Either a general or a special staff officer may issue a warning order after completion of appropriate staff coordination. An example of a warning order is in appendix H.

Section III. ANNEXES TO ORDERS

8-8. General

a. Annexes include—

(1) Material accompanying an order to preserve brevity, clarity, and simplicity in the body of the order.

(2) Information used to amplify an order when such information is of limited application to the entire command or is primarily technical in nature.

(3) The substance contained in a plan or an order of a subordinate unit; e.g., division or corps artillery.

b. Even when accompanied by annexes, the combat order should contain in its body all the information essential to the effective employment of all command elements. All staff officers and subordinate commanders should not

have to read an entire annex to determine the basic organization and employment of a single arm or service.

8-9. Distribution

Annexes are issued to all units or agencies whose actions are affected by information or instructions contained therein. Annexes may be issued simultaneously with the order or as separate distribution. (Para 8-10 indicates the difference in format when annexes are issued separately.) Unless there is a good reason to the contrary, each copy of an order is issued complete with all its annexes.

8-10. Format

a. Annexes usually follow the five-paragraph format prescribed for the operation order (app

H). However, selected annexes have a prescribed format based on standardization agreement. When appropriate, example annexes in this manual that have a prescribed format are so identified.

b. If an annex is to have wider distribution than the basic order, or is to be issued separate from the basic order, it must have suitable identification with respect to the basic order and bear, as does the order, a heading and all final entries (acknowledgment instructions; signature of the commander or authorized repre-

sentative; appendixes; distribution; and authentication, if required). However, if an annex is issued as an integral part of and on the same distribution as the basic order, it need only be suitably identified with respect to its parent paper.

c. Appropriate field manuals contain formats or checklists for most types of annexes. Examples of annexes are in appendix H. Techniques applicable to the preparation of annexes are in appendix E.



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when normal headquarters arrangements are not conducive to close coordination. In either case, these groupments are not organized under tables of organization and equipment and do not constitute separate agencies or echelons of command.

c. Combat and combat support operations require close and rapid coordination. Division, corps, and field army commanders frequently organize tactical operations centers (TOC) to achieve this coordination. Commanders of tactical echelons below division also may use the TOC organization, but more normally they use a less formal arrangement.

9-6. Tactical Operations Center

a. A TOC is an integrated staff facility comprised of selected representatives of coordinating and special staff officers and of certain combat support unit commanders. These representatives provide information concerning current operations in their respective areas of responsibility, make recommendations, take action within established policies, and issue implementing orders.

b. The organization and mission of the command as well as the needs and desires of the commander will determine the organization and operation of a TOC. Appendix L contains a discussion of an organization and a method of operation of a TOC that may be suitable for use by field army, corps, and division commanders.

9-7. Rear Area Operations Center (RAOC)

A rear area operations center (RAOC) is assigned to each area support group in the TASCOT and to each support group of the army support brigade in the FASCOM.

a. RAOC are organized into four sections as follows:

(1) Detachment headquarters.

(2) Plans and operations section.

(3) Rear area security task force command section.

(4) Area damage control task force command section.

b. The major functions of a RAOC are to—

(1) Create rear area protection forces, plan for their employment, and command them, when activated.

(2) Collect, collate, and distribute information pertaining to current operations of the area.

(3) Serve as a TOC for the area commander in rear area security conditions involving prolonged and severe actions. These conditions are discussed in detail in FM 54-8 (TEST).

9-8. Area Coordination Center

An area coordination center (ACC) is a composite area headquarters at various political and military levels in which all internal defense and internal development activities are planned, coordinated, and directed. Members of the ACC include the local chiefs of military, paramilitary, and other governmental agencies and their U.S. counterparts. The ACC has two major missions—to provide integrated planning, coordination, and direction of all internal defense and internal development efforts in a given tactical area of responsibility and to insure an immediate, coordinated response to operational requirements. The ACC also insures communication with the people and their participation in programs designed to improve their security and well-being.

APPENDIX A

REFERENCES

A-1. Army Regulations

AR 525-15	Operational Reports—Lessons Learned (Reports Control Symbol CSFOR-65).
AR 1-28	Army Study Documentation and Information Retrieval System (ASDIRS).
AR 10-5	Organization and Functions of the Department of the Army.
AR 10-82	Comptrollers in the Army Establishment.
AR 11-14	Army Programs—Materiel Readiness.
AR 11-45	Army Command Management System.
AR 18-1	Army Information and Data Systems—Objectives and Policies.
AR 36-5	Auditing Service in the Department of the Army.
AR 37-101	Organization and Functions of Finance and Accounting Offices.
AR 37-103	Finance and Accounting for Installations—Disbursing Operations.
AR 105-31	Message Preparation.
(C) AR 105-87	Electronic Warfare (U)
AR 220-15	Journals and Journal Files.
AR 310-1	Military Publications—General Policies.
AR 310-3	Department of the Army Publications—Preparation, Coordination, and Approval.
AR 310-10	Orders.
AR 310-32	Military Publications, Organization and Equipment Authorization Tables, Personnel.
AR 320-5	Dictionary of United States Army Terms.
AR 320-50	Authorized Abbreviations and Brevity Codes.
AR 335-15	Reports Control System.
AR 340-15	Correspondence.
AR 345-200	Records Management—Program Policies and Procedures.
AR 345-210	Records Management—Files Systems and Standards.
AR 345-215	Records Management—TOE Units of the Active Army and Army Reserve.
AR 360-5	Army Information—General Policies.
AR 360-61	Community Relations.
AR 380-5	Safeguarding Defense Information.
AR 600-10	The Army Casualty System.
AR 600-16	Personnel Service Divisions; Organization and Procedures.
AR 600-17	The Division Personnel Support System; Organization and Procedures.
AR 611-103	Officer Qualifications and Classification.
AR 611-112	Manual of Warrant Officer Military Occupational Specialties.
AR 735-11	Accounting for Lost, Damaged, and Destroyed Property.

A-2. Department of the Army Pamphlets

DA Pam 1-10	Improve Your Writing.
DA Pam 35-10	The Comptroller's Guide.
DA Pam 108-1	Index of Army Films, Transparencies, GTA Charts, and Recordings.

DA Pam 310-series	Military Publications Indexes.
DA Pam 600-8	The Unit Personnel Officer's Guide.
DA Pam 690-80	Administration of Foreign Labor During Hostilities.

A-3. Field Manuals

FM 1-5	Aviation Company.
FM 1-100	Army Aviation Utilization.
FM 3-1 (Test)	Chemical, Biological, Radiological (CBR) Combat Service Support, TASTA-70.
FM 3-12	Operational Aspects of Radiological Defense.
FM 3-15	Nuclear Accident Contamination Control.
FM 5-1	Engineer Troop Organizations and Operations.
FM 6-20-1	Field Artillery Tactics.
FM 6-20-2	Field Artillery Techniques.
FM 8-10	Medical Service, Theater of Operations.
FM 8-15	Medical Service in Divisions, Separate Brigades, and the Armored Cavalry Regiment.
FM 8-16	Medical Service, Field Army.
FM 8-17-1 (Test)	Medical Service Communications Zone.
FM 9-6	Ammunition Service in the Theater of Operations.
FM 9-6-1 (Test)	Ammunition Service in the Theater of Operations, TASTA-70.
FM 11-20	Signal Operations, Theater of Operations.
FM 11-23	U.S. Army Strategic Communications Command (Theater).
FM 12-2	Adjutant General Support in Theater of Operations.
FM 12-11	Administration Company, Division and Separate Brigade.
FM 14-3	Comptroller Support in Theater of Operations.
FM 19-2	Military Police Support in the Field Army.
FM 19-2-1 (Test)	Military Police Support, Field Army Support Command (FASCOM).
FM 19-3	Military Police Support in the Communications Zone.
FM 19-3-1 (Test)	Military Police Support, TASCOR.
FM 19-45-1 (Test)	Rear Area Protection.
FM 21-5	Military Training Management.
FM 21-6	Techniques of Military Instruction.
FM 21-30	Military Symbols.
FM 21-31	Topographic Symbols.
FM 21-40	Chemical, Biological, and Nuclear Defense.
FM 21-76	Survival.
FM 24-1	Tactical Communications Doctrine.
FM 24-16	Signal Orders, Records, and Reports.
FM 24-19	Communications-Electronics Reference Data.
FM 27-10	The Law of Land Warfare.
*FM 29-20	Maintenance Management in Theaters of Operations.
FM 30-5	Combat Intelligence.
FM 30-9	Military Intelligence Battalion, Field Army.
(S) FM 30-9A	Military Intelligence Battalion, Field Army (U).
FM 30-10	Terrain Intelligence.
FM 30-16	Technical Intelligence.
FM 30-17	Counterintelligence Operations.
(C) FM 30-17A	Counterintelligence Special Operations (U).

* To be published.

FM 30-20	Aerial Surveillance—Reconnaissance, Field Army.
(CM) FM 30-31	Stability Operations—Intelligence (U).
(S) FM 30-31A	Stability Operations—Intelligence Collection (U).
FM 31-16	Counter guerrilla Operations.
FM 31-21	Special Forces Operations.
(S) FM 31-21A	Special Forces Operations (U).
FM 31-23	Stability Operations—U.S. Army Doctrine.
(C) FM 31-40	Tactical Cover and Deception (U).
FM 31-60	River-Crossing Operations.
(C) FM 32-5	Signal Security (SIGSEC) (U).
(S) FM 32-10	United States Army Security Agency in Support of a Field Army (U).
(C) FM 32-20	Electronic Warfare (Ground Based) (U).
(S) FM 32-20A	Electronic Warfare (Ground Based) (U).
FM 33-1	Psychological Operations—U.S. Army Doctrine.
FM 33-5	Psychological Operations—Techniques and Procedures.
FM 41-5	Joint Manual for Civil Affairs.
FM 41-10	Civil Affairs Operations.
FM 44-1	U.S. Army Air Defense Artillery Employment.
(S) FM 44-1A	U.S. Army Air Defense Employment (U).
FM 54-2	The Division Support Command.
FM 54-3	The Field Army Support Command.
FM 54-4	The Support Brigade.
FM 54-6-1 (Test)	The Area Support Command.
*FM 54-7	Theater Army Support Command (TASCOM).
FM 54-8 (Test)	The Administrative Support, Theater Army (TASTA-70).
FM 55-6	Transportation Services in Theaters of Operations.
FM 55-35	Motor Transport Operations and Motor Transport Units.
FM 57-35	Airmobile Operations.
FM 61-100	The Division.
FM 100-5	Operations of Army Forces in the Field.
FM 100-10	Combat Service Support.
FM 100-15	Field Service Regulations—Larger Units.
(C) FM 100-20	Field Service Regulations—Internal Defense and Development (IDAD) (U).
FM 101-10-1	Staff Officers' Field Manual—Organization, Technical, and Logistic Data; Unclassified Data.
FM 101-10-2	Staff Officers' Field Manual—Organization, Technical, and Logistic Data; Extracts of Tables of Organization and Equipment.
(S) FM 101-10-3	Staff Officers' Field Manual—Organization, Technical, and Logistic Data; Classified Data (U).
FM 101-31-1	Staff Officers' Field Manual—Nuclear Weapons Employment, Doctrine and Procedures.
(S) FM 101-31-2	Staff Officers' Field Manual—Nuclear Weapons Employment, Effects Data (U).
FM 101-31-3	Staff Officers' Field Manual—Nuclear Weapons Employment, Effects Data.

A-4. Technical Manuals

TM 3-210 Fallout Prediction.

* To be published.

A-5. Joint Chiefs of Staff Publications

JCS Pub 1	Dictionary of United States Military Terms for Joint Usage (Short Title: JD).
JCS Pub 2	Unified Action Armed Forces (UNAAF).
(C) JCS Pub 3	Joint Logistics and Personnel Policy and Guidance (U).
JCS Pub 4	Organization and Functions of the Joint Chiefs of Staff.

A-6. Other Publications

JANAP and ACP 121- series	Joint Communications Instructions.
JANAP 169	Standard Abbreviations.
	Uniform Code of Military Justice.

porting is one of the most exacting administrative tasks performed in the Army. It takes on an importance not found in other administrative functions because of its far-reaching effects on the morale of both military personnel and the civilian population and on other phases of Army administration. When a soldier becomes a casualty, the Army must notify his next of kin as soon as possible and give them the facts with complete accuracy; therefore, the Army must have a definite and well-planned system for gathering, verifying, and transmitting information about casualties. The personnel officer prepares plans to establish a casualty-reporting system and gives precombat instruction in procedures at all levels throughout the command. The adjutant general operates the casualty reporting system in accordance with pertinent Army regulations.

e. Decorations and Awards.

(1) The personnel officer insures that—

(a) Advance plans are made to establish a decorations and awards policy.

(b) All units issue precombat instruction in procedures in conformance with plans.

(c) Recommendations for awards are made promptly, correctly, and in accordance with established policies and regulations.

(d) Recommendations for awards are processed and acted on properly, efficiently, and rapidly.

(e) Recipients of awards get publicity within their units and that the public information officer (PIO) gets this information for public release.

(f) Corrective action is taken to amend the decorations and awards policy if it fails to establish comparable standards and equitable distribution for decorations and awards.

(2) The personnel officer should frequently measure the effectiveness of the decorations and awards policy established. Means commonly employed to accomplish this include—

(a) Staff visits.

(b) Compilation and analysis of statistics based on days in combat and accomplishments.

(c) Comparisons with adjacent units of similar organization and missions.

(d) Supervision over awards boards.

(e) Checks on processing within headquarters.

(f) Careful recording of recommendations for awards.

(g) Conferences with personnel officer of lower echelons.

(h) Conferences with unit chaplains.

(i) Analysis of theater troop opinion polls.

B-9. Medical Services

The personnel officer exercises staff supervision over health service functions in all areas except supply and maintenance and provides guidance where indicated. The surgeon is responsible for—

a. Preparing medical plans.

b. Providing adequate health services to the command.

c. Coordinating with the logistics officer and the support command commander to insure consideration of certain medical functions with the overall logistic plan, e.g., coordination of medical evacuation plan with the transportation plan concerning use of roads and railways.

d. Conducting physical examinations.

e. Providing preventive medicine including immunizations.

f. Providing veterinary, medical laboratory, and blood transfusion services.

g. Providing medical materiel and maintenance.

h. Advising the command on personnel hygiene and sanitation.

B-10. Maintenance of Discipline, Law and Order

a. *General.* All staff officers are concerned with discipline. The personnel officer and associated special staff officers have the most direct concern.

(1) The personnel officer is responsible for supervising the preparation of enforcement policies with emphasis on plans, policies, and procedures to insure fair, equitable, and uniform enforcement. The provost marshal advises the commander and staff on matters pertaining to the maintenance of law and order

and is responsible for the enforcement of laws, regulations, and orders within the command (for variation, see para B-17).

(2) The personnel officer is concerned with the effects of military justice and courts-martial and with the general problem of discipline, law and order other than the administration of military justice. The staff judge advocate is directly responsible for the administration of military justice within the command. Although the staff judge advocate communicates directly with the commander on matters pertaining to military justice, he keeps the personnel officer informed on those matters pertaining to discipline, law and order within the command that are the responsibility of the staff judge advocate.

b. Measures for Maintaining Discipline, Law and Order. Discipline, law and order activities to which the personnel officer pays particular attention include—

(1) *Preventive measures.* These measures induce military personnel to develop habits and attitudes of obedience and respect for authority and eliminate existing or potential causes of law violations or adverse behavior that include—

(a) Training.

(b) Employment of sound leadership principles at all echelons.

(c) Careful and complete orientation of the soldier as to his obligations, his privileges, the necessity for law and order, and provisions of the Uniform Code of Military Justice (UCMJ).

(d) Ceremonies and programs to develop military smartness, pride in organization, personal appearance, and personal accomplishment.

(e) The proper employment of military police.

(f) Cooperation between military units and local civil authorities (in conjunction with the G5).

(g) Adjustments of disciplinary measures to local conditions.

(h) Issuance of only such instructions and orders that can be enforced.

(i) Use of preventive measures that can

accomplish their purpose without undue hardship.

(j) Use of suggestion, advice, and tactful criticism by commanders to keep men out of trouble.

(k) Compliance with spirit and letter of leave policy.

(l) Placing chronically troublesome civilian establishments and areas off limits.

(m) Private rebuke and considerate counsel in cases of initial minor offenses.

(n) Study and analysis of causes of violations and elimination of such causes.

(o) Avoidance, to extent practicable, of disciplinary measures that remove the offender from training and from hazards and hardships of combat.

(p) Maintenance of factual data both relative to morale and discipline indicators and relative to the current status of men in arrest, delays in trial, and nature of offenses to detect early undesirable trends in discipline or in the administration of discipline.

(q) Insuring that personnel are afforded an opportunity to be heard regarding complaints and that, when warranted, proper corrective measures are taken.

(r) Encouraging regular attendance at religious services and faithful practice of individual religious obligations.

(s) Rehabilitation after confinement.

(2) *Corrective measures.* Corrective measures deal with actual offenders. These measures include the nonpunitive actions (admonition, reprimand, etc.) discussed in Manual for Courts-Martial, United States, 1951, paragraph 128c; nonjudicial punishment pursuant to Article 15: UCMJ; and trial by court-martial. The measure to be employed in any particular case should be the minimum necessary to meet the ends of justice and discipline.

c. Straggler Control. Stragglers are military personnel who are away from their units in combat or on maneuvers without proper authority. The establishment and operation of straggler posts and straggler collecting points are responsibilities of the provost marshal under the supervision of the personnel officer (for variation, see para B-17).

and attached combat units. Whenever possible, division selects a prescribed time that will alleviate the administrative burden in operational units. The form contains information relative to authorized strengths and losses and gains. Division does not forward the form itself. Normally, division transmits only the consolidated figures therefrom through command channels to higher headquarters. The personnel officer is responsible for the timely transmission of those consolidated figures to the next higher headquarters.

b. Periodic Personnel Report.

(1) The personnel section assembles this report and submits it to the organizational or higher commander either periodically or on call. The report presents pertinent data that indicate the personnel situation. The items covered in the periodic personnel report include the entire scope of personnel activities for a command for a given period.

(2) The value of this report is twofold—

(a) First, it permits a commander and interested staff officers periodically to obtain a recapitulation of facts pertaining to all personnel activities within the command. By comparing these facts with those in previous reports, the commander and the staff can readily determine those activities and units requiring more attention.

(b) Second, the periodic personnel report forms the basis of the personnel portion of the operational report (AR 525-15).

(3) Much of the data listed in the periodic personnel report comes from records in the personnel section and in special staff sections of the headquarters, especially in the adjutant general section and adjutant general data processing units. Subordinate units must submit data only when these data are not available in the headquarters.

(4) Appendix J contains an example of a periodic personnel report.

c. Casualty and Nonbattle Loss Reporting.

(1) Units report casualties and nonbattle losses to the personnel officer through the adjutant general in accordance with instructions contained in AR 600-10.

(2) Casualty and nonbattle loss reporting serves a twofold purpose—

(a) To furnish complete data on casualties and nonbattle losses for use in notifying an emergency addressee and to provide data for settling pay, insurance, pension, and disability claims.

(b) To provide the various agencies of the Department of the Army, theater, and subordinate headquarters with information necessary to compile loss rate tables and estimated requirements and to facilitate accurate personnel strength accounting.

B-17. Organizational Considerations

a. The discussion in this section of the personnel functional area obtains at each major field echelon within the considerations contained in paragraphs 4-57 through 4-62, and further in this paragraph.

b. The headquarters staffs of the field army, corps, division, and field army support command (FASCOM) have few special staff officers. The personnel general staff officers and the subordinate support command (brigade) now perform those personnel responsibilities and duties for which a special staff officer is not authorized. Therefore, the personnel staff officer accomplishes staff coordination and supervision directly with the support command (brigade) rather than through a special staff officer. Activities influenced are—

(1) *Graves registration.* At each of the above echelons, except FASCOM, the personnel officer is responsible for all force level personnel staff activities related to graves registration. He coordinates directly with the support command on matters concerning support command graves registration operations. He exercises direct staff supervision rather than going through or being assisted by a special staff officer. Graves registration in FASCOM is a staff responsibility of the assistant chief of staff (ACofS), services, who exercises the staff supervision as discussed above.

(2) *PW and civilian internees.*

(a) At field army, corps, and FASCOM the personnel officer is responsible for all force-level personnel staff activities related to PW and civilian internees. Procedures parallel those discussed in (1) above.

(b) At division, the personnel officer

also is responsible for personnel staff activities related to PW and civilian internees; however, he limits his activities to general staff supervision while the provost marshal accomplishes the more detailed coordination and supervision.

(3) *Discipline, law and order.* Subparagraph (2) above is a discussion of staff responsibilities and procedures for the exercise

of staff coordination and supervision in the conduct of discipline, law and order.

(4) *Miscellaneous.* At all echelons coordination of requirements for logistical support of personnel operations is either with the appropriate general staff officer or directly with the support command (brigade) commander.

Section II. INTELLIGENCE

B-18. General

a. The functional area of intelligence includes both intelligence and counterintelligence activities. Intelligence and counterintelligence activities are an integral part of the operations of all units and individuals. AR 320-5 contains the definition of intelligence and counterintelligence. FM 30-5, FM 30-17, and FM 30-17A contain discussions of intelligence and counterintelligence respectively. FM 30-31 contains a discussion of intelligence requirements in stability operations.

b. Generally, the responsibilities of the intelligence officer are common to all types of commands. However, the requirement for a given activity varies in scope and size at different echelons and in different types of commands. These differences are discussed in subsequent paragraphs.

B-19. Coordination and Supervision

a. The intelligence officer continuously coordinates with other staff officers to determine requirements and to insure the integration of intelligence operations with the overall operations. Other staff officers initiate coordinating action with the intelligence officer whenever new intelligence requirements appear. Typical relationships reflecting the high degree of coordination required include—

(1) All staff officers use the analysis of the area of operations and the intelligence estimates in estimating the effects of weather, terrain, and enemy capabilities on activities in their fields of interest.

(2) The civil affairs officer furnishes information in political, social, and economic fields for inclusion in the analysis of the area of operations and, otherwise, assists in all in-

telligence activities that become involved with civil affairs such as censorship or detection of enemy agents within the civilian population.

(3) Staff members who need specific intelligence information state these needs to the intelligence officer for inclusion in his collection plan.

(4) All general staff officers may recommend to the intelligence officer essential elements of information (EEI) or other intelligence requirements (OIR) appropriate to their general staff interests.

b. The intelligence officer may directly supervise and/or exercise operational control of—

(1) Military intelligence groups, battalions, companies, platoons, or detachments.

(2) Armored and air cavalry units (when employed in an intelligence role).

(3) Ground reconnaissance elements.

(4) Air surveillance and reconnaissance elements of aviation units.

(5) Attack elements of aviation units (when employed in an intelligence role).

(6) Long-range patrol units.

(7) Agents, line crossers, and similar intelligence means and activities.

(8) Assigned or attached allied civilian or military or U.S. intelligence-producing elements.

B-20. Collection of Information

a. General.

(1) The intelligence officer supervises and coordinates the information collection activities of the command. Proper supervision and coordination of these activities improve the quantity and quality of the resultant available information and intelligence.

(2) The intelligence officer must have a thorough knowledge of available sources of information, the collecting agencies, and the type of information that each of the latter can provide. He must understand the operations of the command to provide the particular intelligence required for success. He must have a thorough knowledge of the tactics, organization, and characteristics of the enemy. He must be especially competent in the fields of surveillance and countersurveillance, reconnaissance and counterreconnaissance, and target acquisition operations.

(3) FM 30-5 contains a discussion of collection of information, including sources, agencies, intelligence requirements and their priority, indications, the collection plan, and orders and requests.

(4) The collection, processing, and production of technical intelligence is explained in FM 30-16.

b. Reconnaissance.

(1) *Ground reconnaissance.* In developing plans for ground reconnaissance and in coordinating these plans, the intelligence officer checks with the operations officer to insure that orders and requests to combat elements do not interfere with the accomplishment of the combat element's primary mission. Additionally, the intelligence officer must be fully informed of planned combat operations to support the operation and to integrate ground reconnaissance with the combat activity whenever possible.

(2) *Air reconnaissance.* The intelligence officer has staff responsibility for all matters concerning air reconnaissance (FM 30-20).

c. Combat Surveillance. The intelligence officer performs staff supervision of ground and air combat surveillance. In coordination with the operations officer, he assigns mission priorities similar to the procedure for processing requests for reconnaissance. FM 30-5 contains additional information.

(1) The intelligence officer has staff responsibility for—

(a) Planning the systematic watch of the battlefield.

(b) Assigning mission priorities in coordination with the operations officer.

(c) Coordinating and integrating all surveillance devices including SIGINT allocated as intelligence resources.

(2) The operations officer has staff responsibility for—

(a) Designating combat units for use in the conduct of combat surveillance.

(b) Furnishing information on friendly forces, to include their locations, activities, and plans.

(c) Specifying characteristics of targets that are of special interest to the current mission.

(3) Special staff officers who have an interest in combat surveillance either as operating agents or as users of the results of combat surveillance include—

(a) The signal officer, who provides the necessary communication links, advises on the overall communications-electronics (C-E) aspects, and may provide some combat surveillance means.

(b) The aviation officer, who furnishes air surveillance means.

(c) The artillery officer, who furnishes means for and uses the product of combat surveillance in target acquisition.

d. Target Acquisition.

(1) The intelligence officer has general staff responsibility for target acquisition.

(2) The operations officer, the EW/CRYPTOLOGICAL officer, and the fire support coordinator are particularly concerned with target acquisition activities.

(a) Artillery and other fire support elements have organic means for target acquisition and, within the policy of the commander and in accordance with the planning of the intelligence officer, conduct target acquisition with these means.

(b) In the planning stage of an operation, the operations officer provides the intelligence officer with guidance as to types of targets and target information requirements for nuclear attack. The intelligence officer then develops a list of potential targets based on existing enemy information, characteristics of the area of operations, and enemy habits. He orders a collection effort using all available means to detect indications of the existence

of potential targets. The intelligence officer then develops indications by a more intensive collection effort to provide the necessary detailed target information or to disprove the presence of the suspected target.

(3) The proper authority normally directs other target acquisition means of the command in accordance with instructions and guidance provided by orders and requests emanating from the intelligence section.

(4) Generally, the same procedure applies to both nuclear and nonnuclear situations; however, more decentralization of effort is generally the rule in a nonnuclear situation.

e. Prediction of Fallout and Radiological Monitoring and Survey.

(1) The intelligence officer's responsibility includes—

(a) Reviewing the chemical officer's plans for accomplishing the prediction of fallout from enemy-delivered weapons and all monitoring and survey operations, insuring that such plans support the operation, and submitting the plans to the chief of staff for command approval.

(b) Insuring that procedures are established for collecting and evaluating and that communication means are available for disseminating information of fallout from enemy-delivered weapons and all monitoring and survey operations.

(c) Considering the effect of predicted fallout on the area of operations, enemy capabilities, and own operations and providing estimates to appropriate staff members and the commander.

(2) Close and continuous coordination with the operations officer is essential to insure a minimum conflict of interest between the responsibilities of the operations officer for prediction and dissemination of information of fallout from friendly delivered weapons and the responsibilities of the intelligence officer for enemy-employed weapons.

B-21. Processing Information

The sequence that an intelligence officer follows in processing an item of information depends on its nature and content. FM 30-5 provides a detailed discussion of the recording, evalua-

tion, and interpretation steps of processing information.

B-22. Counterintelligence

a. In planning counterintelligence measures, the intelligence officer is concerned with the security of the command.

(1) The intelligence officer recommends appropriate countermeasures to prevent the enemy from learning of those friendly activities that disclose the intentions of the command or, if disrupted, will imperil the accomplishment of the mission. To develop appropriate counterintelligence measures, the intelligence officer prepares a counterintelligence estimate of enemy intelligence, sabotage, espionage, and subversive capabilities and their effect on the mission of the command. He coordinates with other officers to determine the activities that require counterintelligence support. In devising counterintelligence measures, the intelligence officer coordinates with the rest of the staff to insure that the proposed counterintelligence measures do not unnecessarily hamper other operational activities.

(2) A counterintelligence measures worksheet aids in developing appropriate measures (FM 30-5).

(3) The counterintelligence measures worksheet is the basis for a counterintelligence plan, which when completed becomes either an appendix to the intelligence annex of the operation order or paragraph 4 of the intelligence annex (FM 30-5).

b. The intelligence officer at FASCOM headquarters places major emphasis on military security, denial of information to the enemy, and protection of critical installations. Air terminal and port, travel, and frontier security are of great importance. In addition, intelligence officers of combat service support commands also are concerned with civil security and censorship.

c. At division and corps, the chief of the counterintelligence section of the attached military intelligence detachment assists the intelligence officer in planning and supervising counterintelligence measures. The military intelligence battalion performs this function at field army and army group.

B-23. Analysis of the Area of Operations

a. General. Analysis of the area of operations is an important product of the intelligence officer's activities.

(1) The analysis of the area of operations is a study to determine the effects of the area of operations on enemy and friendly operations. In making his analysis of the area of operations, the intelligence officer does not analyze effects of weather, terrain, other characteristics, and the enemy on specific courses of action employed by the operations officer or commander in their estimates; but rather he bases the analysis on the type of maneuver directed in the mission statement, i.e., attack, defend, delay, etc. Therefore, his analysis is a basis for developing specific friendly courses of action and enemy capabilities in the commander's estimates and in staff estimates.

(2) The intelligence officer has primary staff responsibility for initiating, coordinating, and insuring timely completion and dissemination of analyses of the areas of operations. Other staff sections contribute within their respective fields so that the final analysis represents a consolidated effort. Typical contributions include—

(a) The engineer's terrain studies.

(b) The staff weather officer's information and studies of weather and weather forecasts.

(c) The engineer's and the staff weather officer's information on stream level and soil trafficability.

(d) The civil affairs and the psychological operations officers' information of sociology, politics, economics, psychology, technology, and related fields.

(e) The civil affairs and the civilian personnel officers' information on local labor conditions.

(f) The unconventional warfare officer's information from areas not under control of friendly forces.

(3) The intelligence officer uses to the maximum other sources of information including analyses from other headquarters, national intelligence surveys, and locally produced studies and periodicals. Analyses of other head-

quarters are valuable sources of information, although they may not directly apply to the particular unit.

(4) Regardless of assistance received, the intelligence officer is solely responsible for the interpretation of the characteristics of the area of operations; for anticipating requirements; and for producing, maintaining, and disseminating intelligence pertaining to the characteristics of the area.

b. Preparation and Presentation.

(1) When possible, the intelligence officer prepares an analysis of the area of operations based on a deduced mission even before the actual mission has been received. On receipt of the mission, the intelligence officer reevaluates the analysis. After the commander has reached a decision, the analysis of the area of operations may require refinement because of his adopted course of action. As the operation progresses, the uncovering of new areas, changes in mission, or receipt of additional or more accurate information may require a revision of the analysis. Corps and higher headquarters normally prepare a written analysis in planning projected operations. In division headquarters, the intelligence officer may prepare a written analysis for projected operations to be carried out at great distances, such as airborne, amphibious, and airmobile operations; however, in other division operations, he may use the corps analysis supplemented by information of particular pertinence to the division.

(2) Appendix I contains the form and examples of an analysis of the area of operations. FM 30-5 contains additional information concerning the content of an analysis.

B-24. The Intelligence Estimate

a. General.

(1) The intelligence estimate is one of the major end products of the intelligence officer's activities. The collection and processing of information are oriented toward the intelligence estimate. The estimate brings together significant aspects of the area of operations and the enemy situation; presents, analyzes, and discusses the enemy capabilities, weaknesses, and strengths; and draws conclusions as to the

effects of the area of operations on friendly operations, the relative probability of enemy's adoption of courses of action open to him, and enemy vulnerabilities that can be exploited. With the intelligence estimate, the commander can balance these factors against his possible courses of action and choose his own favorable course of action.

(2) All echelons of command prepare and keep an intelligence estimate. Because the intelligence estimate is concerned with many variables, a change in any major factor requires a review of the entire estimate to determine the implications. A current intelligence estimate can be presented at any time because the estimating process never ends.

(3) In preparing an intelligence estimate, the intelligence officer makes realistic assumptions and deductions, based on a thorough knowledge of the enemy and careful study of the available information. Once the intelligence officer makes assumptions and deductions, he takes action to determine their accuracy.

b. Preparation and Presentation.

(1) The intelligence officer is solely responsible for the preparation and presentation of the intelligence estimate; however, other staff officers may provide him with information and advice. This may include, as applicable—

(a) Operations officer—courses of action.

(b) Civil affairs officer—civilian aspects.

(c) Civilian personnel officer—local civilian personnel aspects.

(d) Engineer—terrain information.

(e) Staff weather officer—weather data.

(f) Artillery officer—enemy artillery capabilities.

(g) Unconventional warfare officer—information from areas not under control of friendly forces.

(h) Psychological operations (PSY-OP) staff officer—psychological aspects.

(i) Other special staff officers—other characteristics as needed.

(2) The intelligence officer may present his estimate orally or in writing. At corps and

higher echelons most estimates are written. The division echelon uses both oral and written presentations, depending on the immediacy of the need. Echelons below division normally use oral presentations. Regardless of the manner of preparation and presentation, the intelligence officer bases the estimate, as far as practicable, on a prescribed form. Appendix C contains the form and examples of the intelligence estimate.

B-25. Intelligence Annex to Operation Plans and Orders

a. The intelligence annex is a means of disseminating intelligence and information and of issuing intelligence instructions to a command for an impending operation. It confirms the orders and requests for information that have been made in fragmentary form and that are still current at the time the annex is issued.

b. An intelligence annex is normally prepared for each operation.

c. The intelligence staff officer prepares the intelligence annex and authenticates it when required. Appendix H contains an example of an intelligence annex.

B-26. Weather and Climate Studies and Summaries

a. The intelligence officer has staff responsibility for establishing and consolidating weather requirements and the necessary coordinating actions with the Air Weather Service and other agencies providing weather information. He insures the distribution of weather forecasts and summaries, climate summaries, and climate studies, as required.

b. The intelligence officer analyzes weather data and provides an evaluation of their effects on military operations. The analysis of the area of operations contains much of this evaluation; however, the intelligence officer disseminates special evaluations when needed. The intelligence officer obtains assistance from other staff officers including the engineer, transportation, signal, chemical, and aviation officers and the unconventional warfare liaison officer.

c. FM 30-5 contains a fuller discussion of weather forecasts and weather and climate

his operation estimate to the commander at all times. The operations officer follows the same procedure and format in making the operation estimate that the commander uses in making his estimate except that in paragraph 5 of his estimate he makes "recommendations" rather than a decision. See appendix C for an example of the commander's estimate.

b. Plans and Orders. In the preparation of plans and orders the operations officer considers all aspects of the operations that may affect the accomplishment of the mission, plans tasks for subordinate combat and combat support units (less intelligence and combat service support tasks), and publishes operation plans and orders. He insures the coordination and integration of all command activities having an influence on the planned operation. He receives information and recommendations for incorporation into the plan or order in the form of paragraph or subparagraph entries for the basic plan or order or in the form of annexes and appendixes. Some of the more common assistance includes—

(1) The intelligence annex, prepared and authenticated by the intelligence officer.

(2) The fire support annex, prepared by the fire support coordinator with assistance from appropriate designated representatives of the fire support means available. The operations officer receives the fire support annex from the fire support coordinator; reviews the plan to insure its consonance with command guidance and compatibility with the planned scheme of maneuver or scheme of defense; integrates it into the operation plan (order); and after command approval, authenticates the fire support annex and all appendixes thereto.

(3) Organization for combat of combat support elements provided by the appropriate special staff officer.

(4) G2 advice and recommendations concerning the intelligence and counterintelligence aspects of tactical cover and deception, barrier and denial, electronic warfare, and reconnaissance in force operations.

(5) Assistance from G1, G4, and G5 concerning matters within their respective purviews, including entries or annexes for the operation order.

(6) Advice from special staff officers concerning the availability and capability of combat support means and recommendations concerning employment of such means.

(7) Assistance from the EW/cryptologic officer in the preparation of the EW annex.

c. Conduct of Operations. During combat, the operations officer is the focal point for the integration and coordination of activities primarily concerned with combat and combat support operations. He exercises general staff supervision over the special staff officers' activities that constitute operational assistance furnished combat elements. Special staff officers concerned include—

(1) The artillery officer.

(2) The air defense officer.

(3) The Army aviation officer.

(4) The chemical officer (excluding prediction of fallout from enemy-employed weapons and radiological monitoring and survey, which are of primary interest to the intelligence officer).

(5) The engineer.

(6) The signal officer.

(7) The transportation officer (tactical troop movements).

(8) The psychological warfare officer (for tactical psychological operations).

(9) The unconventional warfare officer.

(10) The provost marshal (traffic control in river-crossing operations and other operations when traffic control is critical to the success of the combat operations in progress).

d. Rear Area Security. Except for an interior corps, the planning for, and execution of, rear area security operations is a responsibility of subordinate combat service support or support commands. Staff activities of an operations officer of a tactical headquarters are concerned with force level planning and supervision. He —

(1) Prepares the rear area security annex to the command SOP and, if necessary, the annex to the operation plan or operation order.

(2) Reviews plans of the operating unit (TASCOM/FASCOM) to insure their compatibility with the primary mission of the command and their tactical adequacy.

(3) Coordinates with the personnel, logistics, and civil affairs officers to insure that force-level combat service support requirements are considered; he coordinates with the intelligence officer for the intelligence aspects of rear area security operations; and he insures consideration of the PSYOP aspects of rear area security through the PSYOP staff officer.

(4) Monitors rear area security operations as an element of overall command security, providing force-level direction, as appropriate, and recommending changes in composition and size of rear area security tactical forces, as appropriate.

B-39. Operations (Combat Service Support Commands)

a. The operations officer (or ACofS, security, plans, and operations) is concerned with planning future operations and adjusting the operation and administrative orders to meet the requirements of current operations. His primary concern is insuring that the commander's intent as reflected in the operation order is being carried out. He recommends allocations and priorities and changes in organization and equipment. He is concerned with the operations activities previously discussed for a tactical command; but in the combat service support command, the ACofS, security, plans, and operations, has staff supervision of rear area protection operations. This includes responsibility for area damage control activities in addition to rear area security. However, the scope and size of operations activities are greatly reduced because of the nature of command operations.

b. The ACofS, security, plans, and operations, prepares an operation estimate, which is based on the commander's planning guidance and staff estimates that other general staff officers and special staff officers prepare. His concern is with broad courses of action leading to the accomplishment of the command mission.

c. The ACofS, security, plans, and operations, is responsible for the preparation, publication, and dissemination of the operation order and the administrative order. He is assisted by

other members of the staff who provide necessary entries, annexes, and appendixes to the operation order or administrative order as required.

B-40. Records

a. *Journal.* (Para 2-16c.)

b. *Workbook.* (Para 2-16d.) Indexing of the operation workbook reflects the major activity of the command during the period, e.g., organization, training, or operations.

c. *Situation Map.* (Para 2-16e.) The situation map is concerned primarily with the friendly situation.

(1) In tactical commands, the situation map includes such postings as the location of command posts of friendly units of the command and adjacent and higher commands; patrols and ground reconnaissance elements; boundaries and other control measures; the FEBA or FFD; location of reserves; particularly significant aspects of the situation having an effect or possible effect on the operation, such as, minefields, NBC contamination and other barriers, and defiles and other obstacles to movement; and planned nuclear concentrations. Information of the enemy may include the designation and zone of action of the comparable enemy force opposing the command and significant concentrations of enemy forces or other potential nuclear targets.

(2) In combat service support commands, the operation situation map may serve as the commander's situation map. It shows major headquarters and installations of the command; adjacent, higher, and supported headquarters; future locations; lines of communications; boundaries, present and future; the FEBA and FFD; and other aspects of the situation having an impact on operations warranting the continuing attention of the operations officer.

d. *Files.* The journal file contains the original or a copy of all messages and documents that are entered in the operation journal. Other files are established as required.

e. *Troop List.* The troop list shows the composition and organization of the command and includes for each element listed the strength and major items of equipment of the element.

b. Logistic operations require the use of command capabilities also needed for other operations. Logistics officers coordinate with other staff members to insure that a proper priority and allocation of effort are given to logistic support operation requirements.

c. The establishment of priorities and allocations is a daily requirement in logistic support operations. Although the logistics officer normally determines the need for the establishment of priorities and allocations, he coordinates with appropriate staff officers (as a minimum the operations officer) to obtain the priorities and allocations to be used.

B-47. SOP

Logistics officers prepare appropriate staff section SOP and logistic support portions of the command SOP. Also, in tactical commands, the logistics officer prepares the area damage control annex to the command SOP, or the area damage control SOP, if issued separately.

B-48. Logistic Support Planning and Preparation of Administrative Orders

a. Tactical Field Commands.

(1) To conduct sound logistic support planning, a commander makes an estimate to examine systematically and logically the factors that affect the logistic support of an operation (para 6-13). The result of this estimate is the basis for much of the information incorporated into the combat service support plan.

(2) At field army, corps, and division the estimate's primary concern is logistic support of organic units and the impact of logistics on tactical operations. At division, the estimate is normally a continuous mental analysis of logistic support information and a consideration of its effect on the accomplishment of the tactical mission. A logistic estimate at corps may be either oral or written. Although the corps is primarily a tactical headquarters, the corps commander is vitally concerned with the logistic support implications of courses of action. Complicated operations may require a detailed written estimate. In an independent corps and at field army, the scope of logistic support operations is such that a detailed, written estimate is normally necessary to ar-

rive at sound conclusions as to the logistic feasibility of an operation.

(3) The G4 is responsible for preparation of logistic support plans and the logistic portion of administrative orders and operation orders. He provides guidance to appropriate special staff officers, coordinates plans, and authenticates annexes pertaining to his general staff officer responsibilities.

(4) The G4 is responsible for compilation, authentication, and distribution of administrative orders. However, G1 provides the entries for paragraphs 3 and 4; G5 provides the entries for paragraph 5. In addition, they may provide entries for paragraphs 1, 2, and 6.

o. TASCOT/FASCOT. The AcofS, supply; the AcofS, services; the AcofS, movements; and the AcofS, maintenance each prepare estimates, plans, and orders pertaining to their respective areas of interest. Their actions parallel those of the G4 of a tactical command modified by the scope of their field of interest and responsibility. They provide the results of their estimate and planning to the commander and to the operations officer for integration into the operation estimate and the commander's estimate. They prepare appropriate portions of the operation order and administrative order and provide such portions to the operations officer, who is responsible for overall preparation and publications (para B-39). They authenticate annexes and appendixes concerning operations for which they have primary general staff responsibility.

c. DISCOM. Within the DISCOM, the S3 is the planner for division-wide functions. However, the commander normally authorizes direct contact between commanders of subordinate battalions and the division staff.

B-49. Supply

a. General. Whether the logistics officer in this paragraph is the G4; the AcofS, supply; the AcofS, services; the AcofS, movements; or the AcofS, maintenance, depends on the command under consideration.

(1) The consideration of demand experience, incoming requisitions, status reports of supplies on hand, and current and planned operations determines requirements for pres-

ent and future operations. Other staff officers and the TASCOM/FASCOM commanders are the sources of information and requirements. The logistics officer establishes procedures, keeping himself informed of significant changes in status. In coordination with appropriate staff officers, he determines requirements for future operations. The logistics officer insures the early consideration of supply requirements in operational planning and the provision of information of future operations to other staff officers or the support command or both as early as practicable.

(2) When required, the operations officer determines the required supply rate for ammunition.

b. Procurement. In determining the method of procurement, the logistics officer considers recommendations of other staff officers and supporting logistic unit commanders. When he considers local procurement, he obtains the recommendations of the civil affairs officer.

c. Storage and Distribution. Proper storage and distribution of supplies require a consideration of the area of operations for terrain considerations, up-to-date information of the friendly and enemy situation, knowledge of future plans, and accurate records of supplies on hand. Logistics officers insure that logistic support plans reflect these considerations. As appropriate, the logistics officer recommends approval or disapproval of plans for use of unit distribution or supply point distribution, schedules for issue to units, transportation means to accomplish the distribution, and routes to be used to insure that using units receive available supplies.

d. Allocations, Priorities, Prescribed Loads, and Available Supply Rates.

(1) Although determination of allocations, priorities, prescribed loads, and available supply rates may be a matter of primary concern to other staff members, logistics officers submit recommendations as determined by a consideration of the logistic aspects. The maintenance capability of a unit must be a consideration in making allocations and assigning priorities for issue of equipment; considerations affecting the prescribed load are the capability of the unit to transport the load and the cap-

ability of logistic support units to supply and resupply.

(2) Both the quantitative availability of supplies and the capabilities to transport and deliver the supplies directly influence the available supply rate. The logistics officer provides the operations officer with pertinent information to insure proper considerations of these factors in determination of the available supply rate.

(3) Once the operations officer establishes priorities, prescribed loads, and required supply rates, the logistics officer is responsible for supervising the necessary supply action.

e. Logistic Management of Nuclear Weapons.

(1) The purpose of field logistic management of nuclear weapons is to insure an adequate, responsive, and flexible supply of nuclear weapons to support tactical plans and operations.

(2) The logistic management of nuclear weapons includes—

(a) Supervision of nuclear weapon supply and maintenance.

(b) Preparation of nuclear weapon logistic support procedures.

(c) Coordination with the personnel, intelligence, operations, artillery, signal, and transportation officers and the engineer and provost marshal on plans, routes, locations, security, and issue procedures for the movement of nuclear weapons to and from special ammunition supply points (SASP) and depots.

(d) Determination and publication of procedures and instructions for the issue of nuclear weapons.

(e) Coordination with the operations officer and with the fire support coordinator (FSCoord), regarding plans for positioning nuclear weapons to meet operational requirements within established and anticipated allocations.

(f) Determination of special ammunition stockages of nuclear weapons for special ammunition units, in coordination with the operations officer.

(g) Maintenance of current information on the logistic status of nuclear weapons within or available to the command.

B-50. Maintenance

a. Whether the logistics officer in this paragraph is the G4 or ACofS, maintenance, depends on the command under consideration.

b. The logistics officer has general staff responsibility for organizational and direct and general support maintenance, including the command maintenance program, and for insuring adequate backup support for field maintenance beyond the capability of organic units. In fulfilling this responsibility, he—

(1) Determines the types and numbers of maintenance units required (assisted by support command commander when appropriate) and reviews location of units to insure that distribution of maintenance support capabilities is consistent with operational requirements and rear area protection plans.

(2) Recommends evacuation and repair policies.

(3) Establishes schedules for inspection.

(4) Maintains appropriate records of the status of maintenance and conducts staff visits to obtain personal observations and to provide units with staff assistance.

(5) Provides the commander and other staff members with an evaluation of the condition of maintenance as an aspect of the materiel readiness of the command and, when appropriate, an estimate of its impact on projected operations and recommendations for correction or improvement of existing conditions.

c. The logistics officer monitors the maintenance training within the command to insure that it supports the overall command requirement. He provides the operations officer recommended training plans, performance standards, policies, programs, time allocations, and school quotas. As a result of staff visits and inspections, the logistics officer advises the operations officer of any need for changes in emphasis or policies in the maintenance training area.

d. Other members of the staff and the support command commander (when assigned) advise and assist in the maintenance program by observing maintenance operations during staff visits, by advising the logistics officer of future operations that may require special maintenance support, by giving full consideration to the impact of their operations on the

maintenance program, and by preparing plans and orders to be included as a part of the maintenance program.

e. Specifics on maintenance support planning and the functions and operations of maintenance staffs at various echelons in a theater of operations are contained in FM 29-20.

B-51. Medical Service

(Although the personnel officer has general staff responsibility for the medical service functional area, the logistics officer, in addition to having general staff responsibility for medical supply and maintenance, has important interests and responsibilities in activities either integral to medical service or in support of medical service.)

a. The logistics officer reviews the plan for medical supply and maintenance to insure integration of the plan with overall supply and maintenance operations and to establish, as needed, allocations in accordance with priorities reflected in the medical service plan, which the commander approves.

b. Also, he reviews the medical service plan for logistic considerations. As necessary, he provides staff guidance and/or coordinates with the surgeon, the personnel officer, and the support command commander concerning adjustments required because of logistic considerations. His particular concern is—

(1) The provision of logistic support to the medical service plan.

(2) The coordination of the proposed locations of medical units and installations with locations of logistic support units.

(3) The coordination of the medical evacuation plan with the transportation plan, particularly with respect to the use of roads and railways and the use of transportation carriers, including backhaul movements in medical evacuation.

(4) That provision for augmentation transportation for medical evacuation is feasible as well as consistent with other requirements for transportation.

c. The logistics officer advises and makes recommendations concerning the logistic aspects of the command evacuation policy. His principal areas of concern are the impact on

transportation requirements for evacuation and requirements for logistic support of medical installations and patients if the patients are not evacuated.

B-52. Transportation

a. Whether the logistics officer in this paragraph is the G4 or the ACofS, movements, depends on the command under consideration.

b. The logistics officer is responsible for determining overall present and future transportation requirements of the command for movement of units and supplies. Either the staff members or the units themselves present requirements for movement of units. The combat service support services generate transportation requirements for movement of supplies.

c. The logistics officer is responsible for coordinating the use of all types of transportation to insure maximum use of cargo capacity consistent with the tactical situation. When requirements exceed availability, he obtains allocations and priorities and provides them to operating elements affected.

d. The logistics officer supervises highway regulation operations to include selection of routes (in coordination with the operations officer) and traffic control (see para B-38c for exception). To insure efficient planning and implementation, the logistics officer, with assistance from the transportation officer, provost marshal, engineer, and the support command commander coordinates and supervises development and execution of area highway regulation (FM 100-10).

B-53. Service

a. Whether the logistics officer in this paragraph is the G4 or ACofS, services (and engineering), depends on the command under consideration.

b. The logistics officer recommends policies pertaining to construction priorities and allocation of materials and personnel, including civilian personnel, available for logistic support functions. Within the policy of the command, he determines the priority and allocations of materials and personnel effort for construction of facilities and installations.

c. The logistics officer recommends command policy and exercises general staff supervision over activities pertaining to maintenance and

repair of, and provision of utilities for, facilities and installations and the acquisition, allocation, administration, and disposition of real estate. He exercises centralized control and coordination over billets and shelter and determines priorities and allocations except those pertaining to headquarters company personnel, after coordination with appropriate staff elements.

d. The logistics officer recommends policy concerning property responsibility and accountability. He recommends approval or disapproval of quarterly reports of loss and reports of survey. He recommends supply measures, conducts inspections, and advises on status of supply and property accounting and procedures.

e. The logistics officer recommends policy concerning the food service program, reviews the results of food service inspections, and recommends appropriate measures to correct deficiencies.

B-54. Miscellaneous Activities

a. Rear Boundaries.

(1) After coordination with the support command commander, logistics officers provide the operations officer with a recommendation for location of the rear boundary to insure consideration of suitable areas for the location of logistic support installations.

(2) In tactical commands, the G4 reviews the recommended location for the rear boundary of a subordinate unit to insure adequate space for combat service support operations. He makes recommendations concerning the boundary to the operations officer.

b. *Service Areas and Locations of Units.* The logistics officer recommends designation of service areas, reviews the general location of combat service support units providing logistic support to insure proper disposition of units and to detect and resolve conflicts, and coordinates times for movement of units. Coordination is with the support command commander, the operations officer, and any other staff officer responsible for activities influenced.

c. *Supply Routes.* The logistics officer (operations officer in combat service support commands) has responsibility for selecting the main supply route or routes. Normally, the

transportation officer, provost marshal, engineer, and support command commander, as appropriate, in coordination with the operations officer, recommend routes.

d. Rear Area Security. The logistics officer submits recommendations to the operations officer (ACofS, security, plans, and operations, in TASCOT or FASCOM) on the adequacy of protective measures and the employment of combat service support troops providing logistic support in the integrated rear area security plan.

e. Area Damage Control. In tactical commands, the logistics officer coordinates area damage control activities with logistic support activities. In combat service support commands, logistics officers submit recommendations to the ACofS, security, plans, and operations, as in *d* above.

B-55. Records

a. Journal. (Para 2-16.)

b. Workbook. (Para 2-16.) The logistic workbook index should assist in the preparation of the periodic logistic report.

c. Situation Map. The logistic situation map depicts the distribution of combat service support units and facilities either organic to, or in direct support of, the command; supply routes; proposed locations, as appropriate; service areas of subordinate echelons; boundaries; headquarters of higher, lower, and adjacent commands; and headquarters of adjacent, higher, and lower support commands, if organized.

d. Files. Logistic support operations are subject to the accumulation of much information that may eventually terminate in a file. The logistics officer takes extreme care to prevent overfiling information. The logistics officer periodically reviews the section files to insure the maintenance of only essential files and the filing of only essential information. The echelon of command determines the num-

ber of files required. Normally all echelons maintain the journal file and information file.

(1) The journal file contains either the original or a copy of all messages and documents in the logistic journal.

(2) The information file is a suitably indexed and cross-referenced file of information that may be of future value.

B-56. Reports

a. General.

(1) The supervision of the logistic support operations of a command requires the use of many types of reports. Most reports are concerned with materiel readiness and are technical in nature. They contain such information as quantities of supplies on hand, dispensed, and needed; quantitative measurements of service performed and needed; and other statistical measures for evaluation.

(2) Units receiving support as well as units providing support submit reports. Reports from units receiving support and from supporting units are held to the minimum necessary for staff supervision of the logistic effort and for the preparation of other required reports.

b. Periodic Logistic Report. Division and higher echelons having a logistic support responsibility submit the periodic logistic report, which is a summary of logistic support operations for a prescribed period. The report is valuable for detecting trouble spots, weaknesses, and trends in logistic operations. Also, it is a principal historical document and a valuable tool in developing logistic support planning data. Appendix J contains a format and example of a periodic logistic report that may be used as a guide.

B-57. Organizational Considerations

The G4 is responsible for providing the necessary staff planning and general staff supervision of logistic support. The support command commander is the logistic operator.

Section V. CIVIL AFFAIRS

B-58. General

a. The commander's civil affairs (CA) operations support his military-political mission and thus affect other military operations either

directly or indirectly. Continuous coordination between CA and other military plans, training, and operations is, therefore, essential.

b. The CA brigade is required as a command

and control headquarters for CA operations in the COMMZ and field army areas. CA units (with the exception of the brigade, area A, and area B headquarters, which have their own TOE) are typical CA units designed from the cellular TOE 41-500. They may be augmented as required from that TOE.

c. CA functional areas and procedures apply at all echelons; however, there is wide variance in the scope and size of CA activities at different echelons of command and under different operational environments. This concept applies whether or not a CA staff officer is authorized in the headquarters. These two characteristics influence CA functional areas and procedures.

(1) CA operations contain elements of all general staff areas of interest, i.e., personnel, intelligence, operations, and logistic aspects.

(2) The CA staff officer prepares plans and orders for and supervises the operations of units and elements charged with CA operational tasks.

d. The discussion below of CA staff activities includes guidance on staff functions and procedures. FM 41-10 contains a discussion of CA operations.

B-59. Coordination and Supervision

a. All commanders must comply with the applicable provisions of international law and status-of-forces agreements (if any) with respect to the inhabitants, government, and economics of occupied, liberated, or host countries. The military-civil relationships that this policy creates involve nearly every military activity; therefore, every staff officer coordinates with the CA staff officer both in preparing plans and in issuing instructions.

b. Command activities normally requiring coordination with, or by, the CA staff officer include—

(1) Military police support for displaced persons and refugee movement and control, law and order, and local security of bridges and other critical points on main routes.

(2) Military medical support to the civil populace and use of civilian hospitals for military hospitalization.

(3) Engineer support of civil population; acquisition of real estate; and procurement of

civil construction materiel, equipment, and labor for engineer tasks.

(4) Use of civilian communication facilities and local security of isolated civilian and military communication facilities.

(5) Provision of military transportation for civil populace and use of civilian transportation.

(6) Provision of military supplies of food for emergency support of civilian populace and procurement from local resources.

(7) Provision of insecticides, repellants, and rodenticides for protection of the health of the civil populace.

(8) Demobilization procedures influencing friendly guerrilla forces (on conclusion of hostilities, enemy military and paramilitary forces).

(9) Religious support to the civil populace and use of civilian religious edifices and consecrated areas for military religious services.

(10) Availability of local civilian labor for military support functions.

(11) Development of plans and programs for military civic actions and participation of military forces in other civic action programs.

(12) Military-civil community relation activities, both in continental United States (CONUS) and in oversea areas.

(13) Domestic emergencies and military support of civil defense.

c. The CA staff officer may directly supervise CA units and detachments assigned or attached to the command.

d. The CA staff officer assists in the establishment of necessary liaison between civil authorities and operating elements of the command.

B-60. SOP

The CA staff officer prepares the CA section SOP and the CA portion of the command SOP.

B-61. CA Planning

a. The activities of the CA staff officer vary depending on the mission of the command. The CA staff officer assists the commander in executing his responsibilities in community relations. He assists with the development of the

CA aspects of plans for existing and possible future operations. The CA officer normally is the focal point within the headquarters for all military-civil relationships. He assists in selecting interpreters and translators and their training; making labor available to carry out the military mission; and dealing properly with local labor organizations. The CA staff officer coordinates both civic action programs and programs to orient troops as to the culture, customs, and habits of the local population.

b. Principal planning areas requiring coordination are use of local resources, including labor; military support of the local population; security and defense measures; combat service support of CA units; health and sanitation; public safety, including movement control; official contacts with local civilians; intelligence; and information activities.

B-62. Military Civic Action

The CA staff officer advises and assists military and civilian authorities of a host country in the development of civic action plans and programs. He coordinates with other U.S. agencies and makes recommendations concerning employment of U.S. and host country resources for military civic action projects.

B-63. CA Estimate

Appendix C contains a format and an example of CA estimate, which the CA officer may use as a guide in preparing his estimate.

B-64. Records

a. *Journal.* (Para 2-16.) The maintenance of a complete detailed journal is of great importance because of the international law aspects of CA operations. The journal is one of the commander's principal records for recounting situations and establishing the details of action taken.

b. *Workbook.* (Para 2-16.) The CA workbook index should assist in preparing the periodic CA report.

c. *Situation Map.* The CA situation map depicts current and future dispositions of assigned, attached, and supporting CA units; boundaries; headquarters of higher, lower, and adjacent commands; and such information of the civil populace as seats of government, capitals of districts, townships, or similar subdivisions of the government, locations of large groups of refugees and displaced persons, areas requiring special measures for law and order, religious, or historical reasons, and off-limits areas.

d. *Files.* CA staff section files may contain more detail than other staff section files because of the many and varied functional areas involved in CA operations. In addition to the journal file and information file (para 2-16), the section may also maintain individual files of miscellaneous records for specific areas. These files are valuable references for future analysis or the commander's record and justification of his actions. They should be removed to safe storage as soon as practicable.

B-65. Reports

a. *General.* Within the basic policy of keeping requirements for reports to a minimum, the CA staff officer sets up requisites for reports necessary for direction of CA operations, establishment of a complete record for historical purposes, and collection of information required for the periodic CA report.

b. *Periodic CA Report.* Appendix J contains a format and an example of a periodic CA report, which the CA officer may use as a guide in preparing and submitting the report.

Section VI. COMPTROLLER

B-66. General

a. The comptroller's responsibility as a member of the staff is to make appropriate analyses and to insure that the commander and staff get information relevant to the comptroller functional areas. The comptroller's relations with the commander and other members of the

staff are the same as for any other general staff officer.

b. The comptroller provides the commander with specialized assistance in—

(1) Obtaining financial resources through funding channels to accomplish the command's mission.

(2) Providing information and analyses of programs, resources, and performances as a basis for management decisions.

(3) Developing, improving, and maintaining such financial controls and procedures throughout the command as are required to insure the safeguarding and optimum use of resources.

(4) Reviewing and analyzing nontactical organizations, systems, and procedures as a basis for management improvement.

B-67. Programing/Budgeting

The comptroller has staff responsibility for programing and budgeting of the command. He is concerned with the preparation of cost analyses and cost estimates for planning, programing, and budgetary decisions. He establishes policies and guidelines and assembles, coordinates, and transmits the completed program/budget to higher authority for approval. The comptroller's program/budget responsibility includes—

a. Developing necessary plans, policies, and procedures to implement the command's budgeting activity.

b. Preparing or issuing directives for the preparation of the command's budget estimate, the operating program and budget with adjustments thereto, and the program budget execution review as coordinated staff actions.

c. Providing authority for the use of financial resources in the execution of the budget, including authorized fund distribution; exercising related staff supervision over budget execution in subordinate levels; and making related budget analyses, such as interpretation of trends in resources utilization, status and rates of obligations, and application of resources and their impact on the command's program for the current and future fiscal periods.

d. Providing assistance in all other aspects of the budget system, including the development of methods, procedures, formats, and techniques of preparation, analyses, and presentation and the development of budgetary statistics for budget and program purposes.

e. Developing policies, plans, and procedures to conduct the cost analysis activity of the command.

f. Providing or supervising cost estimates of changes in the command's mission or of alternate courses of action to accomplish the command's mission within budgetary limitations.

g. Providing or supervising the development of methods, procedures, techniques, and factors used in the preparation of cost analyses and cost estimates.

h. Reviewing cost estimates prepared by other staff sections for validity, consistency, uniformity, and accuracy.

i. Preparing special studies that provide the background for planning, programing, and budgetary decisions.

B-68. Finance and Accounting

a. The comptroller has staff responsibility for activities primarily concerned with supervising the finance and accounting activities of a command.

b. The comptroller has staff supervision of finance and accounting officers at all levels; he insures that they carry out finance and accounting activities as assigned and keep him advised thereof.

c. Functions included in the comptroller's responsibility for finance and accounting are—

(1) Developing plans and program objectives to implement the financial and property accounting activities of the command's management program and the finance services activity of the command.

(2) Analyzing the accounting data that all elements of the command generate; designing the types of financial data statements that interested staff and operating officials require; and supervising the preparation, interpretation, and presentation of such analyses and statements for respective commanders.

(3) Developing policies, procedures, and techniques governing the establishment and maintenance of the command accounting system, including the accounting and related reporting for appropriations, funds, property, and other assets available to, or in custody of, the command; liabilities of the command; and operating revenues, expenses, and costs of goods produced or services rendered.

(4) Administering the integrated accounting system and the provision of staff and

APPENDIX C

ESTIMATES

(STANAG 2118)

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This appendix provides additional discussion of the applicability of the estimate of the situation to the needs of commanders and staff officers at major headquarters of the Army in the field (ch 6). It includes a detailed discussion of the sequence of, and basic principles for, the preparation of a tactical and a combat

service support commander's estimate of the situation, including formats with explanations and examples. It also contains formats establishing a sequence for preparation of staff estimates and examples of the application of these formats at selected major headquarters.

Section I. TACTICAL COMMANDER'S ESTIMATE OF THE SITUATION

(The following discussion, including the format and content of the tactical commander's estimate of the situation, applies to the operation estimate of the situation except that the title of paragraph 5 of the operation estimate is "RECOMMENDATION" rather than "DECISION.")

C-1. Paragraph 1, "MISSION"

The restated mission as determined by the commander in step 3 of the sequence of commander and staff actions (ch 5).

C-2. Paragraph 2, "THE SITUATION AND COURSES OF ACTION"

In this paragraph the commander considers all

elements and aspects of the situation that influence operations in order to formulate tactical courses of action and to facilitate analysis of such courses of action to accomplish the mission.

a. Subparagraph a, "Considerations Affecting the Possible Courses of Action." The purpose of subparagraph a is to determine those facts of the situation that will influence friendly and enemy actions and, therefore, may influence the choice of a course of action. The commander analyzes each fact and deduces the probable effect of that fact on other facts and on enemy and friendly actions. In the absence of facts, he uses logical assumptions.

(1) *Characteristics of the area of operations (including analysis of the effects of pertinent characteristics on the operations).* The commander considers the following:

(a) Weather.

1. Military aspects of predicted weather and light data for the period, together with the effects of these data on the employment, by friendly and enemy forces, of means or devices influenced by weather conditions.

2. Effect of weather on enemy operations, our operations, and terrain.

(b) Terrain.

1. Effect of terrain on observation and fire; concealment and cover; movement (surface and air); employment of nuclear weapons and chemical and biological agents; radiating devices, such as communications, electronic warfare, and combat surveillance; unconventional warfare; psychological operations; and other devices or aspects of military operations, as appropriate.

2. Effect of military aspects of terrain on enemy operations and our operations.

3. Determination of key terrain features and avenues of approach.

(c) Other pertinent factors. Succeeding subparagraphs include, when appropriate, analyses of the political, economic, sociological, and psychological factors or science, technology, materiel, transportation, and manpower, together with deductions pertaining to their effects on the operations.

(2) *Enemy situation.* The commander considers—

(a) Dispositions. Locations of enemy forces, including fire support elements when appropriate. Dispositions may be shown by map or overlay.

(b) Composition. Indication of identity, armament, and type of organization of enemy forces.

(c) Strength. Stated in the following terms:

1. Committed forces—Number and size of enemy units committed against our force.

2. Reinforcements—Number and size of enemy reinforcements.

3. Air, and nuclear, biological, and

chemical (NBC)—Enemy air strength available to support ground operations; and, if known, the yield and number of nuclear warheads and quantities of chemical and biological agents and delivery means.

4. Other considerations—Enemy forces not listed above known to have special capabilities, such as electronic warfare, unconventional warfare, or combat surveillance by electronic, sonic, or other means, together with deductions concerning their effect on our combat power.

(d) Recent and present significant activities. This subparagraph summarizes recent and present activities of the enemy. If it is reasonable to believe that the enemy has knowledge of our situation or intentions, the commander emphasizes this fact. He pays particular attention to the pattern of employment of enemy nuclear weapons. He lists such items as enemy employment of new or unconventional weapons, techniques, and tactics or innovations in existing tactics, techniques, or materiel. He may include an evaluation of enemy intelligence collection means or techniques.

(e) Peculiarities and weaknesses. The commander indicates enemy peculiarities and weaknesses that will influence his combat effectiveness either favorably or unfavorably. He also includes such items as personnel and logistics.

(3) *Own situation.* This subparagraph lists for own forces essentially the same considerations as those included in (2) above. The subparagraph states recent and present significant activities, peculiarities, and weaknesses and includes such items as morale, training, civil affairs, and logistics. The G3 compiles this information for the estimate, based on his knowledge of the situation and on information obtained from the G1, G4, and G5. Otherwise, the commander obtains this information directly from the G1, G3, G4, and G5 oral staff estimates. The information is usually in abbreviated form because it may be a repetition of what is generally known. However, own dispositions are significant and must be described in sufficient detail to determine considerations that will influence the commander's

choice of a course of action favorably or unfavorably, to include vulnerability to enemy nuclear attack. The information in this subparagraph of the estimate includes an indication of own vulnerability to such attack.

(4) *Relative combat power.* Based on an analysis of data concerning the enemy and his situation, the commander determines and states his conclusions concerning relative combat power. These conclusions consist of an estimate of the general overall relationship of the combat power of his forces to that of the enemy forces, to include significant strengths and vulnerabilities. This analysis provides a general background for formulating courses of action and may indicate the basic nature and the characteristics of feasible courses of action. These conclusions assist in speeding up the estimating process by providing an indication of courses of action that would be infeasible and, therefore, should not be considered. The commander avoids becoming involved in an attempt to make a detailed study of personnel or weapons on both sides. He bases conclusions on a general impression of the relative capability of the two forces.

b. Subparagraph b, "Enemy Capabilities."

(1) Enemy capabilities are those courses of action of which the enemy is physically capable and that will influence the accomplishment of our mission if adopted.

(2) The G2 normally determines enemy capabilities and presents them in the intelligence estimate. If justified, the G2 also provides his evaluation of the relative probability of adoption. The commander considers all the enemy capabilities presented by the G2. He may accept, revise, and discard them or develop additional capabilities if appropriate.

(3) The commander includes enemy vulnerabilities that are exploitable at own, higher, or lower echelons.

c. Subparagraph c, "Own Courses of Action."

(1) AR 320-5 defines a course of action as "any sequence of acts which an individual or a unit may follow; a possible plan open to an individual or a commander which would accomplish or is related to the accomplishment of his mission; the scheme adopted to accomplish a job or mission; a line of conduct in an

engagement." The estimator develops own courses of action; however, the commander may formulate one or more courses of action and provide them as guidance to the staff for consideration.

(2) In subparagraph c, the commander considers the courses of action that the G3 presented in his operation estimate; and he may reject, modify, or formulate additional ones, if appropriate. This procedure assists the commander in considering all significantly different feasible courses of action.

(3) The ability to formulate feasible courses of action quickly and accurately is essential to sound decisionmaking. The development and recognition of feasible courses of action depend, in part, on the influence of the aspects of the situation considered in paragraph 2 of the estimate and, in part, on the judgment of the estimator. The individual formulating courses of action should use the following criteria as a guide:

(a) Is the course of action feasible; that is, does the command have the capability to perform the contemplated action?

(b) Will the course of action accomplish the mission without undue damage to the command?

(c) Are the courses of action in sufficient detail to be distinguishable, one from the other, for purposes of analysis?

(4) There are several techniques for formulating courses of action. These courses may be stated in either broad or detailed terms; however, as a general rule, it is better to state them in broad terms. During his analysis of opposing courses of action, the estimator may add details, make revisions, and fully develop the courses of action.

(a) Although the estimator will not necessarily include all the following elements in each course of action, he is likely to include—

1. The type of action (e.g., attack, defend) (*what*).

2. The time the action will begin or be completed (*when*).

3. The location of the action (in defense, the general trace of the forward edge of the battle area (FEBA); in the attack, the general direction of the attack) (*where*).

4. The use of available means (*how*) (a broad indication of the maneuver elements or the formation to be employed and, if appropriate, nuclear and chemical fires to be employed; when necessary to distinguish between courses of action, he may include supporting fires).

5. The purpose of the action (*why*) in attack courses of action for clarity.

(b) In any military situation, one or more of the elements of a course of action (*what, when, where, how*) will usually permit variation in the action the command can take. The commander considers the following:

1. Usually, certain limitations present in any situation will influence or reduce these variables. If a higher headquarters directs an attack at a certain time, the nature of the action (*what*) and the time (*when*) will no longer be variables. Boundaries, objectives, or axes assigned by higher headquarters limit the variability of space or area (*where*). The capabilities of the unit (including available resources or forces) limit variability in the manner in which the available means will be employed (*how*).

2. All variables need not be considered simultaneously. The first consideration usually concerns the type of action involved, or the *what*. At field army and corps echelons the *what* may often be a variable; at division, it is usually prescribed in the mission. If the *what* is a variable, the first task is to determine the basic type of action required. Once he determines the basic type of action required, the commander orients his estimate on this action. He can then begin to consider other variables in determining *when, where, and how* the action will be carried out.

(c) As indicated above, courses of action can be stated in broad or detailed terms. The amount of detail included is subject to the judgment of the commander; however, courses of action should include sufficient detail to distinguish one from the other for purposes of subsequent analysis and comparison. In most instances, the distinguishing differences are in the elements of *where* and *how*. In expressing courses of action, either the *where* is used, leaving the *how* implied (normally used when

courses of action are expressed in general terms); or the *how* is used, leaving the *where* implied (normally used when courses of action are expressed in more detailed terms). For example—

1. In developing the *where* to express the course of action, the commander may indicate it in general or in specific terms, leaving the *how* implied. In so doing, he relies on his analysis to define the *where* and to develop fully the *how*. In the offense, the commander will consider *where* in terms of the direction of the main attack; in the defense, he will determine the *where* by defining the trace of the FEBA along which the forward committed units will be employed.

2. In considering the *how* to express the course of action, the commander may express the maneuver elements in general or in specific terms, leaving the *where* implied or expressed only in general terms necessary for clarity. However, expressing all possible combinations of employment of maneuver units will usually result in an unwieldy number of courses of action. For this reason, the commander uses general terms during the process of formulation and he defines the *how* and the *where* during the process of analyzing paragraph 3 of the estimate.

(d) As an example, consider an offensive situation in which a division is to attack at a specified time and secure a certain area. During his analysis of the mission, the commander determines the specific terrain that must be secured to accomplish the division mission. This terrain constitutes the division objective, which becomes a common denominator in all courses of action to be considered. The nature and time of the action have been directed; therefore, the *what* and *when* are not variables and become common elements in all courses of action. The division has probably been assigned boundaries or an axis of advance that limits the variability of space. The capability of the division to maneuver and the limited number of nuclear weapons available limit the variability of combat power. Therefore, the commander must consider the two variables of *where* and *how*. He considers these variables in light of the situation. In the

offensive, the commander will consider the *where* in terms of the direction of the main attack because it is aimed at the decisive objective developed during mission analysis; the supporting attack, if required, contributes to the success of the main attack. However, during certain types of offensive operations, such as exploitation and pursuit, the commander may not find it possible or practicable to distinguish between the operations of major subordinate commands in terms of main and supporting operations. He must then formulate courses of action in terms of the overall division operation, with appropriate directions of movement, and objectives for subordinate commands. A course of action for a division with an offensive mission, therefore, will usually include *what*, *when*, and *where* and/or *how*. It may include the *why*; for example, the objective a subordinate command is to secure.

(e) In the defense, the mission will normally include the *when* (time the defense is to be effective), the *what* (defend), and the *where* (in general terms). To formulate a defensive course of action, the commander may use the *where* to define the general trace of the FEBA along which the forward committed units will defend. The commander must, therefore, determine during the analysis the number of forward committed units required (*how*) and the specific areas that they will defend. When using the *how* (number of forward committed units) to express the course of action, the estimator will determine the specific areas that the units will defend (*where*).

(f) Two considerations determine the feasibility of courses of action. The primary consideration is accomplishment of the mission; the secondary consideration is maintenance of command effectiveness. The commander should consider infeasible those courses of action that will not accomplish the mission or that will result in unnecessary damage to the command, or both, and discard them as soon as these facts become known.

(g) Unit capabilities should be the determining factor in the employment of any command. Inevitably, circumstances occur in which this principle cannot be followed; it may appear doubtful that any course of action

will be feasible, yet the commander must accomplish his mission. In such instances, the commander selects the course of action having the best chance of success. Risk is inherent in any military operation, and the degree of risk that a commander must accept in selecting a course of action is based on such variables as urgency, promise of success, future missions, and the concept of operation of the higher command.

(h) In simple situations, in small commands, or when the mission from higher headquarters restricts the freedom of action of the commander, only one reasonable and practicable course of action may be open. In this case, the commander should defer his decision until the course of action has been carried through analysis in paragraph 3 to determine fully its ramifications and to improve the *how* of the decision.

(i) During the process of formulating courses of action, the commander avoids introducing detailed improvements that can be more appropriately introduced later into each course of action developed during the process of analysis in paragraph 3 of the estimate. By so doing, he reduces the number of courses of action that must be analyzed and compared. In the defense, the commander makes the analysis by visualizing employment of his maneuver units in defensive positions along the FEBA as well as the positions for reserve units and security forces.

C-3. Paragraph 3, "ANALYSIS OF OPPOSING COURSES OF ACTION"

The commander must analyze each of the courses of action formulated in paragraph 2c of the estimate (para C-2c above) to determine its advantages and disadvantages, to incorporate improvements, to determine requirements for supporting fires, and to define requirements for any other actions in conjunction with the course of action. The commander accomplishes this by war gaming the course of action from the current dispositions of the unit to the objective, to include any actions that may be required subsequent to securing the objective.

a. The first part of the commander's analysis is a preliminary analysis to discriminate between those considerations or enemy capabilities listed in paragraph 2b of the estimate that will materially assist in choosing the best course of action and those that will not.

(1) Those enemy capabilities that are not selected for use in analysis are still valid capabilities that, if adopted by the enemy, will influence the accomplishment of the mission. However, they are of no assistance in determining the relative probability of success of own courses of action. Although these enemy capabilities are not selected, they continue to be used for reference purposes.

(2) The determination of those enemy capabilities that should be selected for use in analysis requires judgment because there are no absolute rules governing this process. In general, when in doubt concerning the selection of a particular capability, the commander selects it. In exercising judgment, the commander—

(a) Analyzes the enemy capabilities presented by the G2, paying particular attention to those capabilities having a high probability of adoption. He will probably not select a capability with a low probability of adoption.

(b) Examines enemy maneuver capabilities to determine those capabilities that, if adopted, would produce a different effect on friendly courses of action. He selects these capabilities for purposes of analysis because they will assist in choosing a course of action.

(c) Reexamines the selected enemy maneuver capabilities to determine the characteristics that are inherent in other capabilities. For example, the characteristics of the delay capability may be inherent in the defense capability.

(d) For speed and simplicity, may combine more than one maneuver capability for purposes of analysis; e.g., he may combine defense and reinforcement of the defense, or attack and reinforcement of the attack.

(3) The enemy artillery, air and NBC capabilities are support capabilities. The enemy ordinarily would adopt these capabilities only in connection with a maneuver, partic-

ularly at division and below. Therefore, the commander would not ordinarily select these enemy capabilities separately for purposes of analysis, but he would combine them with maneuver capabilities. Thus, as a final step in selecting the enemy capabilities that will assist in choosing the best course of action, the commander combines the support capabilities with the maneuver capabilities previously selected.

(4) Assuming that in a particular situation the commander has selected the defense capability; the attack capability; and the reinforcement capability plus support capabilities, to include the air, artillery, and NBC capabilities, he could state them as follows:

(a) Attack (now, tomorrow), reinforced (with (by) — type of units), supported by available air, artillery, and nuclear weapons and chemical and biological agents.

(b) Defend (now, tomorrow), reinforced (with (by) — type of units), supported by available air, artillery, and nuclear weapons and chemical and biological agents.

b. The second part of the analysis step is the analysis of each of own possible courses of action (para C-2c). The estimator makes no attempt to *compare* own courses of action. Paragraph 3 is a series of independent analyses of own courses of action versus enemy capabilities. The estimator analyzes each friendly course of action separately against each of the selected enemy capabilities to determine its outcome. He visualizes the action from the preparation for action through the execution stage. One approach he uses is to visualize the action by both sides in logical sequence from the present positions to the final objective. He considers all facts developed in paragraphs 1 and 2 of the estimate and their effects on the action. He determines the enemy ability to oppose the course of action and the degree of its success in the face of enemy opposition. He weighs the degree of risk and its acceptability for each course of action. He considers active and passive measures by which the effects of enemy NBC, guerrilla, and air attacks may be decreased. He ties these together by a common mission. It is neither possible nor practicable for the

commander to reach an overall conclusion on the best course of action until all the information developed during the course of analysis is available and the comparison in paragraph 4 has been completed.

c. Paragraph 3 is that part of the estimate in which the commander attempts to visualize and to anticipate all possible eventualities to discover strengths and weaknesses of each course of action. *The following is an outline of one method the commander uses to analyze an offensive course of action:*

(1) He begins by determining the combat power that the enemy has committed in the initial position that must be ruptured. He then determines the combat power required to rupture the position in the face of available enemy power. At division the commander visualizes combat power in terms of numbers and types of maneuver battalions. He examines current dispositions to determine those units that can be most logically employed. In making this examination, he considers any other facts that bear on the employment of specific units and any redistribution of units that may be necessary to initiate the course of action. At this time, he may consider the requirement for control headquarters.

(2) The commander then visualizes the movement of units from initial positions or from positions to which units have been redistributed.

(3) He visualizes the movement of units across the line of departure and the effect on those enemy defenses considered and appraises the enemy reaction to reinforce or to counter the attack. At this time, he considers and visualizes the requirement for supporting attacks in terms of units needed. He also considers the requirement for supporting fires, use of smoke, and supporting air in rupturing the initial enemy position. He visualizes critical areas and incidents and notes advantages and disadvantages. On completion of war gaming through the rupture of the initial enemy position, the commander develops the composition of the main and any required supporting attack forces and makes his decision on the composition, location, and possible employment of the reserve should the initial attack fail.

(4) The commander follows a similar process in continuing the war game to the objective. He considers requirements for supporting fires, nuclear fires, use of smoke, and supporting air. He assesses the ability of the supporting attack to contribute to success by immobilizing enemy units or by preventing the use of reinforcements. He again visualizes critical areas and incidents and notes advantages and disadvantages. He considers employment of the reserve and makes a decision on its movement into more advantageous supporting positions. He repeats this process until the objective is secured.

(5) Once the objective is secured, the commander considers requirements to consolidate, reorganize, build up, and move the reserve to the most advantageous positions.

(6) He repeats this process of analysis for each course of action against each of the selected enemy courses of action.

d. On completion of war gaming each course of action against each selected enemy capability, the commander should find that the following have been developed:

(1) Requirements for readjustment of initial dispositions.

(2) Composition of the main and supporting attack forces.

(3) Requirements for supporting fires and use of smoke.

(4) Probable enemy reaction during each phase of the operation.

(5) Probable critical areas and incidents and how success is to be achieved in each case.

(6) Initial location and composition of the reserve and its possible employment during various phases of the action.

(7) Actions required in consolidating, reorganizing, and building up in the objective area.

(8) Advantages and disadvantages of each course of action.

e. The commander may select later any course of action for expression in the final step of the estimate, paragraph 5, the decision, in terms of *who, what, when, where, how, and why*. Analysis should have expanded the initially formulated course of action with the essential detail that would be needed.

C-4. Paragraph 4, "COMPARISON OF OWN COURSES OF ACTION"

a. In paragraph 4 of the estimate, the commander compares courses of action developed in paragraph 3 and reaches a conclusion on the best course of action. He uses all his judgment, skill, and experience in making this comparison. Some advantages and disadvantages may be so insignificant that he may ignore them. From the advantages and disadvantages that emerge as a result of his analysis, he determines the significance of each advantage and disadvantage in the light of accomplishing the mission.

b. In the first subparagraph, the commander lists the advantages and disadvantages of each course of action that emerged during analysis. He may organize this subparagraph using one of several methods. One method is to list each course of action and show all advantages and disadvantages under each course of action. Another method is to isolate certain major considerations (such as terrain, time, and own dispositions), to discuss all courses of action under each consideration, and to arrive at a subconclusion for each consideration. When he uses this method, the commander first determines which considerations are decisive in the situation confronting him because there is no list of major considerations applicable to all situations.

c. In the last subparagraph, the commander states an overall conclusion on which course of action offers the greatest prospect of success.

C-5. Paragraph 5, "DECISION" (Commander's Estimate)

a. The commander uses the course of action

he considered in the comparison step that offered the greatest probability of success as a basis for his decision. The decision provides for accomplishment of all elements of the commander's restated mission.

b. The commander's decision, the last step of the estimate, is a clear, concise statement of the scheme of maneuver that he approves for the operation. He and his staff will use it to develop the remainder of the tactical plan.

c. The elements of *what*, *when*, *where*, and *how* are present in the course of action. However, before the decision is understandable to other than the estimator, it normally must also include the elements of *who* (the command itself or, when the entire command is not involved, the appropriate elements of the command), and so much of the *why* (the purpose to be attained and the reasons therefor) as is necessary for understanding.

d. The commander makes many "decisions" in the course of planning an operation. However, this decision is the initial decision as a result of his estimate and reflects the scheme of maneuver to be adopted. He includes any elaboration of this decision in the commander's concept to his staff.

C-6. Format and Examples

Figure C-1 summarizes the general description and content of the tactical commander's estimate of the situation contained in the above discussion. Section IV, examples C-1, C-2, and C-3, provide example applications of this format for use by a division commander and a field army commander. Section IV, example C-4, provides example application of this format for use by an area advisor in a stability operation situation.

Section II. COMBAT SERVICE SUPPORT COMMANDER'S ESTIMATE OF THE SITUATION

(The operations officer of a combat service support command uses the discussion, content, and form of this estimate of the situation, except that the title of the final paragraph is "RECOMMENDATION" rather than "DECISION.")

C-7. Paragraph 1, "MISSION"

The mission may be a general mission or a specific mission. The mission statement is the

restated mission determined by the combat service support commander's mission analysis.

a. The mission normally is to support the operations of another commander, or other commanders. It is set forth in orders and instructions from higher authority, or it may be deduced from knowledge of the situation and of the intent of higher authority. When paragraph 1 is a statement of a general mission

(Classification)

Headquarters
Place
Date, time, and zone

COMMANDER'S (OPERATION) ESTIMATE OF THE SITUATION

References: Maps or charts.

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of commander and staff actions (chap. 5).

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action. Determine those facts of the situation that will influence friendly and enemy actions and thus may influence the choice of a course of action. Analyze each fact and deduce the probable effect of that fact on other facts and on enemy and friendly actions. In the absence of facts, use logical assumptions.

(1) Characteristics of the area of operations.

(a) Weather. Include the military aspects of weather and light data for the period. Include the predictable or assumed effects on the employment, by friendly and enemy forces, of nuclear weapons, chemical and biological agents, electronic warfare, combat surveillance devices, unconventional warfare, psychological warfare, and other means or devices that weather influences. Summarize the effects of weather on enemy operations and friendly operations.

(b) Terrain. Include the military aspects of terrain. Determine and include the effects of terrain on observation and fire; concealment and cover; movement; and the employment of nuclear weapons and chemical and biological agents, combat surveillance devices, unconventional warfare, psychological warfare, and other means, devices, or aspects of military operations as appropriate. Determine and include the effects of weather on terrain. Summarize the effects of terrain on enemy operations and friendly operations.

(c) Other pertinent factors. Include relevant facts pertaining to hydrography, radio frequency environment, communications, politics, economics, sociology, psy-

(Classification)

Figure C-1. Format for the tactical commander's (operations officer's) estimate of the situation.

(Classification)

(Short title identification)

chology, technology, materiel, transportation, manpower, or other appropriate factors influencing operations. Include facts and deductions from these facts concerning effects on operations and summarize the effects on enemy and friendly operations.

(2) Enemy situation. Indicate the disposition of enemy forces, to include fire support units (when appropriate). Determine and state the composition of enemy forces, to include identity, armament, and type of organization. Include order of battle information on infantry, infantry (mechanized), armored, airborne, or airmobile units, cavalry, artillery, supporting air and naval units, and irregular forces. Determine enemy strength and state in terms of committed forces, reinforcements, air, nuclear, biological, and chemical. Summarize those recent and present activities of the enemy that may indicate his future action. Summarize enemy peculiarities and weaknesses that will influence his combat effectiveness either favorably or unfavorably. Determine and list enemy vulnerabilities.

(3) Own situation. Include factors that bear on our own combat power, including dispositions, composition, strength (including air and nuclear), morale, training, civil affairs, combat service support, own vulnerability to enemy nuclear attack, and other considerations that will influence our combat effectiveness either favorably or unfavorably.

(4) Relative combat power. Indicate the general overall relationship of the combat power of friendly forces to that of the enemy forces, together with an evaluation of significant strengths and vulnerabilities of the enemy and our own forces. This estimate within an estimate provides a general background for the formulation of courses of action and may indicate the basic nature and characteristics of courses of action.

b. Enemy Capabilities. List all courses of action of which the enemy is physically capable and which will influence the accomplishment of the mission if adopted. Include the relative probability of adoption, if justified. Include enemy vulnerabilities exploitable at own, higher, or lower echelons.

c. Our Courses of Action. Formulate logical tactical courses of action to accomplish the mission in terms of what, when, where, and how, as appropriate.

(Classification)

Figure C-1—Continued.

each course of action. He may accomplish this in two steps—

a. Selecting those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c of the estimate.

b. Analyzing each course of action stated in paragraph 2c of the estimate against each selected difficulty. He determines the probable outcome of each course of action, including critical incidents, areas, times, and significant difficulties (para 3 of the tactical commander's estimate (para C-3)). He applies these factors to his analysis by considering the difference between enemy capabilities and significant difficulties.

C-10. Paragraph 4, "COMPARISON OF OWN COURSES OF ACTION"

The combat service support commander's comparison in this paragraph has the same objective as that of the tactical commander's com-

parison; i.e., to compare the courses of action after the analysis to determine which course of action promises to be most successful in accomplishing the mission. Paragraph 4 of the tactical commander's estimate (para C-4) contains a discussion of the techniques and procedures that the combat service support commander can use in making his comparison.

C-11. Paragraph 5, "DECISION"

In this paragraph, the commander translates the course of action selected into a statement of what the command as a whole is to do and as much of each of the elements of *who, what, when, where, how, and why* as may be appropriate.

C-12. Format and Examples

The format shown in figure C-2 summarizes the general description and content of the combat service support commander's estimate of the situation.

Section III. STAFF ESTIMATES

C-13. Personnel, Logistic, and Civil Affairs Estimates

Figure C-3 summarizes the general description and content of the personnel, logistic, and civil affairs estimates. Section IV, examples C-6, C-7, and C-8, provide example applications of this form for use by a personnel officer, a logistics officer, and a civil affairs officer.

C-14. Intelligence Estimate

Figure C-4 summarizes the general description and content of the intelligence estimate. Section IV, example C-5, shows example application of this format for use by an intelligence officer in a stability operation situation. Section IV, example C-9, shows example application of this format for use by an intelligence officer at field army.

(Classification)

Headquarters
Place
Date, time, and zone

COMMANDER'S ESTIMATE OF THE SITUATION

References: Maps or charts.

1. MISSION

a. When the purpose of the estimate of the situation is to determine the best course of action to execute a general mission of support, include the support mission set forth in orders and instructions from higher authority and the course of action of the supported command in general terms, when appropriate.

b. When the purpose of the estimate of the situation is to determine the best course of action to execute a specific mission (within the general mission of providing combat service support), subject the specific mission to analysis. This restated mission is the mission statement used in the estimate. Determine what tasks must be performed to insure that the mission will be fully accomplished. State these tasks in the sequence in which they are to be accomplished, together with so much of the purpose of each task as appropriate.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action. Determine and analyze those facts of the situation that will influence the choice of a course of action. Analyze each fact and deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts, use logical assumptions.

(1) Operations to be supported. Describe the nature of the operations to be supported, emphasizing the impact of current and future problems and plans on the supported operations.

(2) Characteristics of the area of operations.

(a) Weather. Include the military aspects of weather. Summarize the effects of weather on the conduct of the support mission.

(b) Terrain. Include those military aspects of terrain influencing the conduct of support operations. Include transportation facilities, such as roads, railroads, ports, and beaches, as appropriate.

(Classification)

Figure C-2. Format for the combat service support commander's estimate of the situation.

(Classification)

(Short title identification)

(c) Other pertinent factors. Include relevant facts pertaining to economic, political, and psychological conditions within the area of support operations. Include facts or deductions concerning the effects on support operations.

(3) Enemy situation. Determine the effect of current enemy operations, including unconventional warfare and covert operations, on the support operation. List enemy capabilities that the enemy is physically capable of executing and, if adopted, will influence the conduct of operations. Determine the effect of such capabilities if adopted.

(4) Own situation. Include significant aspects of own situation and their effects on the mission. Include determination of requirements and availability of military resources and the impact of future plans on the mission.

(a) Tactical situation. Include present dispositions of major tactical elements and projected operations. Determine and state the effects of the tactical situation on the combat service support mission.

(b) Personnel situation. Provided from the personnel estimate of the situation. Determine and state the effects of the personnel situation on the combat service support mission.

(c) Combat service support situation. Provided from the logistic estimate of the situation. Determine and state the effects of the combat service support situation on the combat service support mission.

(d) Civil affairs situation. Provided from the civil affairs estimate of the situation. Determine and state the effects of the civil affairs situation on the combat service support mission.

b. Anticipated Difficulties or Difficulty Patterns. List anticipated difficulties or difficulty patterns that may influence the accomplishment of the mission. This may include enemy capabilities, including nuclear, biological, chemical, unconventional warfare, and psychological operations capabilities, or other major anticipated difficulties or difficulty patterns that must be overcome.

(Classification)

Figure C-2—Continued.

(Classification)

(Short title identification)

c. Own Courses of Action. Formulate and list the logical courses of action that will accomplish the mission if successful.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each significant difficulty on the success of each course of action (para 2c above). This may be done in two steps, as follows:

a. Select those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c.

b. Analyze each course of action stated in paragraph 2c against each selected difficulty from paragraph 3a. Determine the probable outcome of each course of action, including critical incidents, areas, times, and significant deficiencies.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages that emerged during analysis (para 3). Decide which course of action promises to be most successful in accomplishing the mission (or which tactical course of action can best be supported). Another method of comparison may be used in which certain major consideration (such as time, distance, and vulnerability) are isolated, and all courses of action are discussed under each major consideration with a subconclusion reached for each major consideration.

5. DECISION (RECOMMENDATIONS)

Translate the course of action selected into a statement of what the command is to do, including who, what, when, where, how, and why as appropriate.

/s/ _____
Commander

Annexes (as required)

Distribution

(Classification)

Figure C-2—Continued.

NOTE: This format is for use by the personnel, logistic, and civil affairs staff officers of a tactical command in combat. Because the modern battlefield will dictate the need for an immediate, accurate, and continuing estimate, the estimate may be in the form of notes or it may be presented orally. When written, it should be brief. Paragraphs and subparagraphs that are not pertinent, or the contents of which are already known to the commander and staff, should be omitted.

(Classification)

Issuing section and
headquarters
Place
Date, time, and zone

(PERSONNEL) (LOGISTIC) (CIVIL AFFAIRS) ESTIMATE

References: Maps or overlays (as necessary for understanding of the estimate).

1. MISSION

The restated mission determined by the commander in step 3 of the sequence of commander and staff actions (chap. 5).

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence Situation. Information obtained from the intelligence officer. When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document, or an annex of the applicable estimate, may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting tactical mission.

(b) Affecting (personnel) (logistic) (civil affairs) activities.

(Classification)

Figure C-3. Format for the (personnel) (logistic) (civil affairs) estimate.

(Classification)

(Short title identification)

b. Tactical Situation. Information obtained from the commander's planning guidance and from the operations officer.

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the tactical mission. (These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimates. (Subparagraphs c and d are two of the three subparagraphs listed below. The selection will be determined by the subject of the estimates.)

c. Personnel Situation. (Use with logistic estimate and civil affairs estimate.) Information obtained from the personnel staff officer.

(1) Present dispositions of logistic units and installations that have an effect on the logistic situation or on the civil affairs situation, depending on the estimate being made (logistic estimate or civil affairs estimate).

(2) Projected developments within the personnel field likely to influence the operations (logistic or civil affairs).

d. Logistic Situation. (Use with personnel estimate and civil affairs estimate.) Information obtained from the logistics staff officer.

(1) Present dispositions of logistics units and installations that have an effect on the personnel situation or on the civil affairs situation, depending on the estimate being made (personnel estimate or civil affairs estimate).

(2) Projected developments within the logistic field likely to influence the operations (personnel or civil affairs).

(Classification)

Figure C-3—Continued.

(Classification)

(Short title identification)

e. Civil Affairs Situation. (Use with personnel estimate and logistic estimate.) Information obtained from the civil affairs staff officer.

(1) Present dispositions of civil affairs units and installations that have an effect on the personnel situation or on the logistic situation, depending on the estimate being made (personnel estimate or logistic estimate).

(2) Projected developments within the civil affairs field likely to influence the operations (personnel or logistic).

f. (Personnel) (Logistic) (Civil Affairs) Situation. (Situation presented depends on title of estimate; i.e., for the personnel estimate, this subparagraph is titled "Personnel Situation.") In this paragraph the current status of the situation is shown under appropriate subheadings. In the case of detailed information at higher levels of command, a summary may appear under the subheading with reference to an annex to the estimate.

g. Assumptions. Any assumptions required as a basis for initiating planning or preparing the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

3. ANALYSIS

Under each subheading and for each tactical course of action, when appropriate, analyze all (personnel) (logistic) (civil affairs) factors, indicating problems and deficiencies.

4. COMPARISON

a. Evaluate the (personnel) (logistic) (civil affairs) deficiencies, if any, with respect to the accomplishment of the mission, using those tactical courses of action listed in the commander's estimate.

b. Discuss the advantages and disadvantages of each tactical course of action under consideration from the (personnel) (logistic) (civil affairs) standpoint. In-

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Figure C-3—Continued.

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clude methods of overcoming deficiencies or modifications required in each course of action.

5. CONCLUSIONS

a. Indicate whether the mission set forth in paragraph above can be supported from the (personnel) (logistic) (civil affairs) standpoint.

b. Indicate which proposed course or courses of action can best be supported from the (personnel) (logistic) (civil affairs) standpoint.

c. Indicate the (personnel) (logistic) (civil affairs) disadvantages of each proposed course of action not listed in b above.

d. List the major (personnel) (logistic) (civil affairs) deficiencies that must be brought to the commander's attention. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies.

/s/_____
(Designation of staff officer)

Annexes (as required)

Distribution

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Figure C-3—Continued.

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(Short title identification)

(4) Combat service support. An estimate of enemy ability to support his forces logistically is included if there are apparent weaknesses.

(5) Civil affairs. An estimate of the attitude of the civilian populace and the status of food, supply, medical facilities, and communications usually is included.

(6) Personalities. An estimate of the capabilities and/or weaknesses of the enemy commander and principal staff officers usually is included.

4. ENEMY CAPABILITIES

Based on all the previous information and analyses, develop and list the enemy capabilities (see FM 30-5). The listing provides a basis for analyzing the available information to arrive at those capabilities that the enemy can adopt as specific courses of action and their relative probability of adoption.

a. Enumeration. State what, when, where, and in what strength for each capability.

b. Analysis and Discussion. To provide a basis for conclusions on adoption of enemy capabilities and their relative probability of adoption, each capability, or appropriate combination thereof, is discussed in a separate subparagraph. Consideration of enemy deception measures is included. All the pertinent previous information and conclusions are tabulated as either supporting or rejecting the adoption of the capability. After listing all the evidence, each capability is judged from the enemy point of view of whether the adoption of the capability is advantageous to the enemy. Such judgments need not be made if the conclusion is obvious or if there is no evidence that the enemy will adopt the capability, except when the capability is one that will make the accomplishment of the friendly mission highly doubtful or impossible. This exception is to focus attention on dangerous threats.

5. CONCLUSIONS

Based on all the previous information and analyses, conclusions are stated concerning the total effects of the

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Figure C-4—Continued.

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area of operations on friendly broad courses of action, the courses of action most probable of adoption by the enemy, to include their relative probability of adoption, and the effects of the enemy vulnerabilities that can be exploited. These conditions assist in the selection of a friendly course of action.

a. Effects of the Area of Operations on Our Courses of Action. For attack courses of action, indicate the best avenues of approach. For defense courses of action, indicate the best defense areas and the best avenues of approach leading to and into the defense areas. (This subparagraph is omitted if the discussion of the effects of the area on our courses of action in paragraph 2 has been omitted because of the availability of a current analysis of the area of operations.)

b. Probable Courses of Action. Courses of action are listed in order of relative probability of adoption. A listed course of action may include several subordinate courses of action that can be executed concurrently. Usually no more than two or three courses of action, in order of probability of adoption, can be justified by the available evidence.

c. Enemy Vulnerabilities. List the effects of peculiarities and weaknesses that result in vulnerabilities that are exploitable at own, higher, or lower echelons. The order of listing these vulnerabilities has no significance.

/s/_____

G2

(Commander, if distributed
outside headquarters)

Annexes

Distribution (if appropriate)

Authentication (G2 authenticates if
commander signs estimate)

(Classification)

Figure C-4—Continued.

Section IV. EXAMPLE APPLICATIONS**Example C-1. Infantry Division Commander's Estimate of a Tactical Situation**

(Classification)

20th Inf Div
 EKBERG (1843), DSEA
 131600 July 19____

COMMANDER'S ESTIMATE OF THE SITUATION

Reference: Map, DSEA, 1:50,000, LAPALOMA Sheet.

1. MISSION

20th Inf Div attacks 140430 July, secures high ground (1055-1457), denies area south of TAKASAN Canal to the enemy, and protects corps east flank.

2. THE SITUATION AND COURSES OF ACTION**a. Considerations Affecting the Possible Courses of Action.****(1) Characteristics of the area of operations.****(a) Weather.**

1. Effect on enemy operations. Weather gives Aggressor good observation over avenues of approach into his position and good cross-country mobility. Wind directions do not favor Aggressor use of smoke or toxic chemical agents. Weather favors Aggressor use of air and nuclear weapons. Effective winds do not favor Aggressor use of fallout.

2. Effect on our operations. Weather gives us good visibility and soil trafficability. Wind favors our use of smoke. Weather favors our use of nuclear weapons. Effective winds favor our use of fallout.

(b) Terrain.**1. Effects on enemy operations.**

(a) Aggressor-held terrain favors defense in depth to the division objective. Aggressor has excellent observation over all avenues of approach, and his flanks are protected by rivers on the east and artificial obstacles and river on the west.

(b) Best avenue of approach for an Aggressor attack is the axis LEON (1370)—GONA (1640)—OSTRO (1955).

(c) Terrain favors Aggressor delivery of nuclear weapons by low-level air attack as long as Aggressor controls PETROV Woods Ridge.

2. Effects on our operations. Terrain does not favor our attack. Aggressor has excellent observation over his entire front and the approaches to all key terrain features. Excellent obstacles protect his flanks.

(c) Other considerations. The friendly attitude of the population will assist us, particularly as sources of information. They may be exploited to hinder Aggressor troop movements. Control of civilians to prevent interference with operations will be a problem.

(2) Enemy situation. Intelligence Estimate No 15.**(3) Own situation.**

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(a) Strength. Infantry battalions average approximately 90-percent authorized strength, except for the 1-66 Inf, which has one ineffective company and another at 80-percent authorized strength.

(b) Composition. 20th Inf Div.

(c) Dispositions. See Annex A, Situation Overlay.

(d) Combat service support. 1-66 Inf is short approximately 35 percent of its class II and IV equipment. Allocation of nuclear weapons for 14 July is one each 1 KT, 2 KT, 5 KT, and 10 KT. Available supply rate for 105-mm ammunition is 125; 4.2-inch mortar, 50; other types, no restriction.

(e) Morale. Excellent, except in 1-66 Inf, as a result of nuclear strike; somewhat low in 1-68 Inf, but believed to be a temporary condition.

(f) Status of training. Excellent.

(g) Combat efficiency. Excellent, except in 1-66 Inf, where it is poor, and 1-68 Inf, where it is fair.

(h) Reinforcements. 311th Inf Bde (two infantry battalions and one tank battalion) is in corps reserve.

(4) Relative combat power. It is estimated that our force is somewhat superior to the enemy in maneuver strength, mobility, conventional fire support means, and the ability to react quickly. While our force is believed to be superior in nuclear weapons, the enemy has had ample opportunity to analyze targets and compute data to employ those weapons he does have. The enemy is disposed on terrain that is decidedly advantageous to him.

b. Enemy Capabilities.

(1) Enumeration. Aggressor can—

(a) Attack now, along our front, with six mechanized battalions supported by all available artillery, air, and nuclear weapons.

(b) Defend now in present positions with six mechanized battalions supported by all available artillery, air, and nuclear weapons.

(c) Reinforce his attack or defense with all or part of the following units at the places and times indicated:

	<i>Place</i>	<i>Motor</i>	<i>Foot</i>
1. Estimated mechanized regiment (-)	160489	40 min	4 hr 45
in vicinity of 1256	196507	ASM ¹	min ASM ¹
		1 hr	7 hr 10
		ASM ¹	min ASM ¹
2. Estimated mechanized battalion in vicinity of JANINA	160489	50 min	5 hr 25
	196507	ASM ¹	min ASM ¹
		1 hr 5	7 hr 45
		min ASM ¹	min ASM ¹
3. Estimated mechanized battalion in vicinity of CELINA	160489	50 min	5 hr 45
	196507	ASM ¹	min ASM ¹
		1 hr	6 hr 50
		ASM ¹	min ASM ¹

¹ ASM—After starting movement.

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4. Estimated medium	160489	55 min
tank regiment		ASM ¹
(-) in vicinity	196507	1 hr 20
of 1256		min ASM ¹

(d) Delay on present and successive positions to the CELINA (1557)—JANINA (1054) ridge.

(e) Withdraw any time north of the TAKASAN Canal.

(f) Employ within the 30th Army area an unknown number of nuclear weapons from 0.5-KT to 100-KT yield with delivery by air, rockets, cannon artillery, missiles, and repositioning.

(g) Employ chemical agents at any time either independently or in conjunction with his other capabilities.

(h) 30th Army estimates that Aggressor can be expected to attack within the army area with as many as 100 fighter, 40 attack, and 30 bomber sorties daily. By massing aircraft within operational radius of 1st Corps, Aggressor can mount a maximum of 200 fighter, 80 attack, and 60 bomber sorties daily.

(2) Probable course of action. Defend in his present position, reinforced by his division reserve and using all available artillery, air, and nuclear weapons.

(3) Vulnerabilities.

(a) Lack of reserves above division level.

(b) Shortages of 122-mm howitzer artillery ammunition.

(c) Shortages of signal personnel, POL, and truck transportation.

(d) Understrength units and no replacements expected for 15 days.

(e) Hostility of local population.

c. Own Courses of Action.

(1) Attack 140430 July in the direction Hill 412 (2049)—Hill 351 (2048)—Plateau BELLERIVE—Hill 306 (1754)—Hill 321 (1457). Secure Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 351, on the south slope of Plateau BELLERIVE, and on the south slope of Hill 306.

(2) Attack 140430 July in the direction Hill 418 (1848)—Hill 406 (1849)—Hill 408 (1651)—Hill 306 (1754)—Hill 321 (1457); secure Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the south slope of Hill 306.

(3) Attack 140430 July in the direction Hill 418 (1848)—Hill 406 (1849)—Hill 408 (1651)—Hill 282 (1251)—Hill 326 (1153)—Hill 320 (1055); secure Hill 320 and the ridge east thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the southeast slope of Hill 282.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. (1) Aggressor's delay, withdrawal, nuclear, air, and CB capabilities

¹ ASM—After starting movement.

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do not materially influence our choice of a course of action.

(2) Our dispositions are such that the threat of an enemy attack will not significantly influence or prevent necessary redistribution of our forces to implement any of our courses of action. If the enemy were to implement his attack capability prior to our attack, a decisive action would be fought near or on our present positions. It is doubtful that we have sufficient strength to defeat the enemy and concurrently launch a successful attack. Such an action also would involve major changes in the enemy's dispositions and some changes in our dispositions, thereby causing us to face a new situation necessitating a revised estimate with new courses of action. In this situation, the enemy's attack capability does not influence our choice of a course of action to accomplish our mission.

b. Course of action 1 (attack Hill 412—Hill 351—Plateau BELLERIVE—Hill 306—Hill 321) versus—

(1) Aggressor defense in present positions with six mechanized battalions. Our forces are disposed in such a manner that no major redistributions would be necessary to implement this course of action. Our main attack would cross three areas (Hill 351, Plateau BELLERIVE, and Hill 306), each of which is defended by an estimated Aggressor battalion. Our initial attack would necessitate crossing a cross compartment to gain Hill 351 and an uphill attack against the Aggressor battalion on the south slope of that hill. Employment of a nuclear weapon should materially facilitate securing this ground. Target analyses reveal that either a 1-KT or a 2-KT weapon could be used on this target. Either would achieve the minimum effects necessary to assist in securing the position. Neither a 5-KT nor a 10-KT weapon could be used here for troop safety reasons. Some tree blowdown would occur, creating an obstacle to tanks and armored carriers. The success of the main attack against this position would depend to an extent on the ability of a supporting attack against Hill 406 to neutralize observation and fires from that area. Continuation of the main attack to the Plateau BELLERIVE would again necessitate crossing a major cross compartment and an uphill attack. Either a 5-KT or a 10-KT weapon would achieve minimum effects necessary to facilitate securing this position. This phase of the main attack should be supported by continuation of the supporting attack to Hill 408 to insure securing dominating terrain in the center of the zone. The success of 2d Corps attack would influence our success to some degree. The next phase of the main attack would cross a cross compartment in approaching Hill 306. To assist in securing this position, a 10-KT weapon would achieve good effects. A 2-KT or a 5-KT weapon would achieve barely minimum effects. In conjunction with this attack, a supporting attack should be employed toward Hill 326 to gain possession of the dominating terrain in the left portion of the zone. Considerable time would be required for this attack to occur. The main attack would next cross a major cross compartment and extensive minefields under excellent enemy observation, while control of the high ground on the left would be the responsibility of a supporting attack force. To gain Hill 321 and move up the objective ridge from the east, it would

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probably be necessary to employ a force larger than two battalions in the final phase of the main attack, together with employment of our reserve weapon. In addition, it would probably become necessary to request from corps one additional nuclear weapon from the corps reserve for employment in this area. The best combination of nuclear weapons for this course of action is a 1-KT weapon on Hill 351, a 5-KT weapon on Plateau BELLERIVE, and a 10-KT weapon on Hill 306, leaving a 2-KT weapon in reserve. This course of action uses a direct route to the objective. It provides somewhat restricted maneuver room for the main attack initially and adequate maneuver room for the supporting attack. It gives Aggressor the advantage of excellent observation of the approach of our main attack to Hill 321. It would depend for success on nuclear strikes and at least to a degree on the ability of a supporting attack to secure rapidly Hill 408 and Hill 326 without nuclear support. The east flank of the main attack is protected by an unfordable obstacle.

(2) Aggressor reinforcement of his defense. If Aggressor employed his reserve to reinforce his defense in the Plateau BELLERIVE area, he could slow down the main attack, which, because of the restricted maneuver area, could cause sufficient concentration to make the main attack extremely vulnerable to nuclear strikes. In any event, it would be necessary either to commit additional combat power against him in that area or to reinforce the supporting attack to move to Hill 306 and Hill 321. If Aggressor reinforced in the Hill 306 area, either the employment of additional force against him to gain that ground would be required, or it would be necessary to reinforce a supporting attack and commit it in the direction Hill 282—Hill 326—Hill 320 to secure Hill 320. If Aggressor reinforced in the Hill 408 area, he could canalize the main attack by holding terrain on the left flank. While he would not stop the main attack, additional combat power might be required to contain enemy forces in that area. This would ultimately favor the destruction of enemy forces in the Hill 408 area. If Aggressor reinforced in the Hill 282 or Hill 326 area, the securing of the objective by the main attack would be facilitated. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender or the reinforcement and commitment of a supporting attack in the direction Hill 326—Hill 320 would be necessary.

c. Course of action 2 (attack Hill 418—Hill 406—Hill 408—Hill 306—Hill 321) versus—

(1) Aggressor defense in present positions with six mechanized battalions. No major redispositions would be necessary to implement this course of action. Our main attack would cross three areas (Hill 406, Hill 408, and Hill 306), each of which is defended by an estimated Aggressor battalion. Our attack from Hill 418 across the saddle to Hill 406 would allow us to take maximum advantage of high ground initially. An effective nuclear strike on Hill 406 would facilitate our advance. According to target analysis, a 1-KT weapon will achieve good effects on this target. (Neither a 2-KT, a 5-KT, nor a 10-KT weapon can be used on this target for troop

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safety reasons.) After Hill 406 has been secured, the main attack should be able to gain Hill 408 rapidly, although the attack would have to cross a relatively shallow mine belt en route to Hill 408. Any of our allocated weapons could be employed on the enemy positions on the south slope of Hill 408, although a 2-KT weapon appears, from target analysis, to be most suitable. It would achieve good effects. By gaining Hill 408, our main attack would have gained control of the southern portion of the zone and have observation to our flanks. The action described thus far should be supported by a supporting attack to secure Hill 351 and Plateau BELLERIVE. The next phase of the attack—the advance from Hill 408 to Hill 306—crosses a cross compartment under Aggressor observation. It would depend for success on an effective nuclear strike on Hill 306. Containment or neutralization of the forces on Plateau BELLERIVE would be necessary. To obtain optimum effects on the enemy positions on Hill 306, a 10-KT weapon should be employed. An additional supporting attack should be launched to secure Hill 326 to contain and neutralize enemy forces in that area and to secure the east flank of the main attack. The advance of the main attack force from Hill 306 to Hill 321 is across a wide cross compartment under excellent observation and across a mine belt. While initially employing three battalions in the main attack, it would probably become necessary to employ a larger force in the main attack in the last phase of the operation; the reserve nuclear weapon would undoubtedly have to be employed to facilitate securing Hill 321 and to provide support for rolling up the objective from the east. In addition, it might become necessary to request an additional weapon from corps to support the final phase of the attack. The optimum combination of nuclear weapons and targets in this course of action is a 1-KT weapon on Hill 406, a 2-KT weapon on Hill 408, and a 10-KT weapon on Hill 306, leaving one 5-KT weapon in reserve. This course of action takes advantage of high ground initially; it is the most direct route to the division objective. In the latter phases of this attack, success may depend on the employment of one or two additional nuclear weapons and on an additional supporting attack in the eastern portion of the division zone.

(2) Aggressor reinforcement of his defense. If Aggressor reinforced on Plateau BELLERIVE, the advance of the main attack and the securing of Hill 321 would be facilitated; this would favor the destruction of enemy forces in the Plateau BELLERIVE area. If he reinforced on Hill 306, he could force us to commit additional combat power against him to gain that ground or to reinforce and commit a supporting attack in the direction Hill 282 to Hill 320 to secure Hill 320. If he reinforced in the Hill 408 area, he could slow the main attack and cause us either to use additional force in that area or to reinforce and commit the supporting attack to secure Plateau BELLERIVE, Hill 306, and Hill 321. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender, or the reinforcement and commitment of a supporting attack in the direction Hill 326—Hill 320 would be

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indicated. If he reinforced in the Hill 282 or Hill 326 area, the securing of Hill 321 would be facilitated.

d. Course of action 3 (attack Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320) versus—

(1) Aggressor defense in present positions with six mechanized battalions. No major redispositions would be necessary to implement this course of action. Our main attack would cross three areas (Hill 406, Hill 408, and Hill 282), each of which is defended by an estimated Aggressor battalion. From Hill 418 to Hill 408, the same considerations apply to this course of action as to course of action 2. From Hill 408 to Hill 282, the main attack would be required to cross a saddle that contains open, park-like woods against the Aggressor positions on Hill 282. Either a 5-KT or a 10-KT weapon would achieve necessary results against this target; a 5-KT weapon is the optimum. Some tree blowdown would occur; however, this could easily be bypassed. The supporting attack, after securing Plateau BELLERIVE, should proceed to secure Hill 306. The main attack after securing Hill 282 would proceed along high ground to Hill 320 and would be in a position to roll up the objective area. It might become necessary, however, to request an additional weapon from corps to facilitate rapid securing of the objective area. In this course of action, changes of direction in the main attack are necessary. This course of action, if executed with speed, would provide an excellent opportunity to destroy the enemy along the approaches to and on the division objective. This course provides adequate maneuver room for the main attack and the supporting attack. It makes maximum use of terrain by employing the best avenue of approach to the objective. The optimum combination of nuclear weapons in this course of action is one 1-KT weapon on Hill 406, one 2-KT weapon on Hill 408, and one 5-KT weapon on Hill 282, leaving the largest weapon, the 10-KT, in reserve.

(2) Aggressor reinforcement of his defense. If Aggressor reinforced on Plateau BELLERIVE, the advance of the main attack, the securing of Hill 320, and the destruction of the enemy in zone would be facilitated. The same would be true if he reinforced on Hill 306. If he reinforced on Hill 408, however, either the commitment of additional combat power in this area would be required, or the supporting attack would have to be reinforced to advance in the direction Plateau BELLERIVE—Hill 306—Hill 321 to secure Hill 321. If he reinforced in the Hill 282 area, the Hill 326 area, or the objective area, he would slow the main attack; however, terrain does not favor his defense in this area to the extent that it does on Plateau BELLERIVE or Hill 306 areas.

4. COMPARISON OF OWN COURSES OF ACTION ²

a. Course of Action 1.

(1) Advantages.

(a) Has east flank of the main attack protected by an obstacle throughout the attack.

² An example of a second method of comparing courses of action (discussion of major considerations) is provided immediately following this paragraph.

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(b) Avoids mined areas until it approaches the division objective.

(c) Is a reasonably direct route to the objective.

(2) Disadvantages.

(a) Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.

(b) Maneuver room for the main attack is somewhat restricted.

(c) Main attack must cross an area in which some tree blowdown would occur (vicinity of Hill 351).

(d) Success of the main attack, during its most critical phases, may depend on success of the supporting attack, which is unsupported by nuclear fires. Success is also dependent, to a degree, on the advance of 2d Corps.

(e) Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Aggressor reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.

(f) There is little opportunity to destroy enemy in zone.

(g) Main attack forces can be canalized along the TAKASAN Canal and made vulnerable to nuclear attack.

(h) Nuclear weapons provide only minimum necessary effects.

b. Course of Action 2.

(1) Advantages.

(a) Secures Hill 408 early in the attack.

(b) Affords opportunity to destroy enemy in the Plateau BELLERIVE area.

(c) Is direct route to the division objective; minimum change in direction of the main attack.

(d) Allows nuclear weapons to be used with good effects.

(2) Disadvantages.

(a) Crosses four cross compartments, two of which are minor.

(b) Crosses two mine belts—one en route to Hill 408 and one approaching the division objective.

(c) Could seriously delay the main attack and force employment of additional combat power because of Aggressor reinforcement in the Hill 408 area. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.

c. Course of Action 3.

(1) Advantages.

(a) Follows high ground to the objective although initially crossing two minor cross compartments. Insures securing Hill 408 early in the attack.

(b) Avoids obstacles, except for the shallow mine belt in the Hill 408 area.

(c) Affords an excellent opportunity to destroy enemy in zone.

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(d) Allows good results to be obtained from nuclear weapons; leaves a 10-KT weapon in reserve.

(2) Disadvantages.

(a) Requires two changes in direction for the main attack force.

(b) Is longest route to the division objective.

(c) Could seriously delay progress of the main attack and force us to employ additional combat power because of Aggressor reinforcement in Hill 408 area. Aggressor reinforcement in the Hill 282, Hill 326, or objective areas could delay the progress of the main attack somewhat and might necessitate employment of additional combat power.

d. Discussion. Course of action 1 takes advantage of the unfordable obstacle to secure the right flank of the main attack. However, maneuver room for the main attack in this course of action is restricted, and the main attack is subject to canalizing and vulnerability to enemy nuclear weapons. There is adequate maneuver room for the main attack in both course of action 2 and course of action 3. Although course of action 3 is longest and most circuitous, it follows high ground to the objective and avoids obstacles to the maximum. If conducted with speed, course of action 3 offers the best opportunity to destroy the enemy in zone. Course of action 2 is next best. Supporting attacks contribute to the success of the main attack in each course of action; however, course of action 1 depends to a significant degree on the success of a supporting attack. When the enemy's ability to reinforce his defense is considered, course of action 3 emerges as superior to course of action 2 because the enemy's reinforcement capability would have least serious effects on this course of action. Course of action 2 is superior to course of action 1 in this regard. From the point of view of the employment of nuclear weapons, course of action 3 is superior because it uses nuclear weapons effectively on Hills 406 and 408 (as does course of action 2) and requires only a 5-KT weapon on call for use on the enemy positions on Hill 282. Course of action 1 is decidedly inferior in this regard.

e. Conclusion. Course of action 3 is superior to course of action 2; course of action 2 is superior to course of action 1.

(Second method for completing paragraph 4.)

4. COMPARISON OF OWN COURSES OF ACTION

a. The major considerations involved in this comparison are terrain, Aggressor's capability to reinforce his defense, and nuclear weapon employment.

b. Terrain.

(1) Course of action 1.

(a) Advantages.

1. Has east flank of the main attack protected by an obstacle throughout the attack.

2. Avoids mined areas until it approaches the division objective.

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(Classification)

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3. Is a reasonably direct route to the objective.

(b) Disadvantages.

1. Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.

2. Maneuver room for the main attack is somewhat restricted.

3. Main attack must cross an area in which some tree blow-down would occur (vicinity of Hill 351).

4. Success of main attack depends on securing terrain by supporting attack.

5. Avenue of approach provides little opportunity to destroy enemy; would push him back on his axis.

(2) Course of action 2.

(a) Advantages.

1. Secures Hill 408 early in the attack.

2. Could trap and destroy enemy on Plateau BELLERIVE because of avenue of approach.

3. Is direct route to objective; requires minimum change in direction of attack.

(b) Disadvantages.

1. Crosses four cross compartments, two of which are minor.

2. Crosses two mine belts—one en route to Hill 408 and one approaching the objective.

(3) Course of action 3.

(a) Advantages.

1. Follows high ground to the objective, although initially crossing two minor cross compartments; insures securing Hill 408 early in the attack.

2. Avoids artificial obstacles, except for the shallow mine belt in the Hill 408 area.

3. Interferes with natural enemy avenue of withdrawal.

4. Affords an excellent opportunity to destroy enemy in zone.

(b) Disadvantages.

1. Requires two changes in direction for the main attack force.

2. Is longest route to the division objective.

(4) From an overall terrain point of view, movement is decidedly difficult in course of action 1 and is only slightly less so in course of action 2. The advantage of the TAKASAN Canal as right flank protection in course of action 1 is negated by lack of maneuver room and the dependence on a supporting attack force to secure key terrain for the main attack to advance. These latter disadvantages do not pertain to course of action 2. In both these courses of action, the directness of the routes to the objective becomes questionable as advantages when it is considered that the configuration of each avenue of approach is such that the enemy would be pushed almost straight back toward the objective and (except for the forces of Plateau BELLERIVE in course of action 2) would be allowed to escape. The avenue of approach in course of action 3 is longer but

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provides for more ease and rapidity of movement, follows the highest ground, and provides ample maneuver room. Its configuration is such that destruction of the enemy should be achieved. The changes in direction of this avenue of approach are considered a minor disadvantage. From the point of view of terrain, course of action 3 is superior.

c. Aggressor's Capability To Reinforce His Defense.

(1) Course of action 1.

(a) Advantages. None.

(b) Disadvantages.

1. Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Aggressor reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.

2. Main attack forces can be canalized and made vulnerable to nuclear attack.

(2) Course of action 2.

(a) Advantages. None.

(b) Disadvantages. Aggressor reinforcement in the Hill 408 area could seriously delay the main attack and force employment of additional combat power. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.

(3) Course of action 3.

(a) Advantages. None.

(b) Disadvantages. Aggressor reinforcement in the Hill 408 area could seriously delay progress of the main attack and force us to employ additional combat power. Aggressor reinforcement in the Hill 282, Hill 326, or objective areas could delay the progress of the main attack somewhat and might necessitate employment of additional combat power.

(4) While the enemy can reinforce in approximately equal strength in each course of action, his reinforcement would have the most serious effects on course of action 1 because he could canalize the main attack force against the TAKASAN Canal and might destroy that force. He could slow the accomplishment of the mission in course of action 2, but probably could not seriously threaten the integrity of the main attack or prevent the accomplishment of our mission. Adequate maneuver room exists in this course of action, and additional combat power would overcome this reinforcement capability although some time might be consumed in doing so. Course of action 3 provides the best terrain for the main attack and is the least favorable for the enemy to exercise his reinforcing capability. For this reason, this capability would have the least effect on course of action 3.

d. Employment of Nuclear Weapons.

(1) Course of action 1.

(a) Advantages. None.

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(b) Disadvantages. Nuclear weapons provide only minimum necessary effects.

(2) Course of action 2.

(a) Advantages. Allows nuclear weapons to be used with good effects; leaves a 5-KT weapon in reserve.

(b) Disadvantages.

(3) Course of action 3.

(a) Advantages. Allows good results to be obtained from nuclear weapons; leaves a 10-KT weapon in reserve.

(b) Disadvantages. None.

(4) While good effects are achieved in both courses of action 2 and 3, course of action 3 is superior because it leaves a 10-KT weapon in reserve rather than a 5-KT weapon. Course of action 1 achieves only minimum weapon effects.

e. Conclusion. Course of action 3 is superior to course of action 2; course of action 2 is superior to course of action 1.

5. DECISION

Division attacks 140430 July with the 1st Bde on west (left) making the main attack in the direction Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320 to secure Hill 320 and with 3d Bde making a supporting attack in the direction Hill 400—Hill 392—Hill 325—Hill 310 to secure Hill 310; denies the area south of TAKASAN Canal to the enemy; and protects the corps east flank. A nuclear preparation consisting of one 1-KT weapon on enemy positions on Hill 406 and one 2-KT weapon on Hill 408 will be fired from H-20 min to H-15 min. 2d Bde and one 5-KT weapon and one 10-KT weapon in reserve. 2d Bde to be committed in either the east or the west. The 5-KT weapon to be ready on-call for firing at enemy positions on Hill 282.

/s/Hay
HAY
MG

Annex A—Situation Overlay (omitted)

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would undoubtedly accomplish as the staff briefs him. He probably would announce his decision following the final briefing. The above estimate may also be accomplished through use of the staff study format. The estimate format and the staff study format are essentially the same and have the same purpose—problem solving. The primary purpose of this example is to point out the inherent flexibility of the estimate format, because it can be used as a problem-solving tool for both tactical and nontactical problems.

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Example C-3. Field Army Commander's Estimate of the Situation
(Classification)

1st (Allied) Army
KUMSAYIK (NF3275), TURKEY
230830 June 19__

COMMANDER'S ESTIMATE OF THE SITUATION

Reference: Map, EUROPE (BALKANS), 1:500,000, BUCURESTI—ISTANBUL Sheets.

1. MISSION

1st (Allied) Army attacks 20 July, secures, and defends an area sufficient to support future operations to the north; prepares to conduct subsequent offensive operations in the direction of ODESSA.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations Affecting the Possible Courses of Action.

(1) Characteristics of the area of operations. Analysis of the Area of Operations Number 2.

(2) Enemy situation. Intelligence Estimate Number 3.

(3) Own situation.

(a) Dispositions. Annex A, Situation Overlay.

(b) Composition. Troop list.

(c) Strength. There are no critical shortages of personnel.

(d) Training, morale, and combat efficiency. U.S. and Greek divisions are well trained. Morale is excellent. All units are estimated to be 85-percent combat effective.

(e) Combat service support. Logistic Estimate Number 3.

(4) Relative combat power. At present the estimate is that there is sufficient combat power in terms of troops, nuclear weapons, and air-power for 1st (Allied) Army to assume the offensive. We have a 9:7 superiority in opposing divisions, assuming that the enemy does not reinforce; a 3 to 4:1 superiority in nuclear weapons, assuming that the enemy does not increase his current operational capability; and air superiority.

b. Enemy Capabilities. (Intelligence Estimate Number 3.)

(1) To attack with forces presently committed.

(2) To defend in present position.

(3) To delay in successive positions to the STARA PLANINA.

(4) To avoid engagement by withdrawal to the DANUBE River.

(5) To reinforce his attack, initial defense, or delaying action with forces from the STARA PLANINA or from north of the DANUBE River.

(6) To conduct an amphibious envelopment of our present positions.

(7) To employ NBC weapons, tactical air support, and guerrillas in support of any of the above.

c. Own Courses of Action. (Subsequent offensive operations in the direction of ODESSA will be the subject of a separate estimate.)

(1) Course of action 1. Attack to secure the MARITSA River line and Hill 2809 (MG4050); then defend.

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(Comdr's Est of Sit—1st (Allied) Army)

(2) Course of action 2. Attack to secure the STARA PLANINA; then defend.

(3) Course of action 3. Attack to secure the DANUBE River line; then defend.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. Aggressor's amphibious, infiltration, nuclear, chemical, and air capabilities do not materially influence our choice of a course of action.

(1) An amphibious envelopment by an enemy mechanized regiment will not materially influence the accomplishment of any of the courses of action because of the limited forces and assault craft available to Aggressor and our preponderance of nuclear weapons and air superiority.

(2) The enemy capability to infiltrate combat troops as well as to employ guerrilla and bypassed forces will influence all courses of action to a degree commensurate with the length of our lines of communications and the size of our area of responsibility. As operations approach the DANUBE River, infiltration, guerrilla operations, and operations of bypassed forces will more effectively hinder our operations, possibly to the extent of causing the diversion of friendly combat troops to rear area security missions.

(3) Current effective enemy air operations, combined with nuclear capability, can be expected to deter concentration of friendly troops and supplies as well as to prohibit the daylight movement of large numbers of vehicles.

(4) Enemy employment of nuclear weapons in excess of past experience and estimated present availability will materially assist his current operational capabilities. Judicious enemy use of from 45 to 60 nuclear weapons will impede, but not prevent, accomplishment of any of our courses of action.

(5) If the enemy employs chemical munitions, which is unlikely at present, their most effective assistance to his tactical operations would be in the defense of, or delay to, the STARA PLANINA or DANUBE River.

b. Attack to secure the MARITSA River line and Hill 2809; then defend.

(1) The enemy lacks sufficient forces to launch a major offensive against our positions unless substantially reinforced by forces from the STARA PLANINA or north of the DANUBE River. If the enemy attacks our positions with forces and nuclear weapons presently committed, he may achieve limited success; however, our preponderance of nuclear weapons and air superiority would cause rapid attrition of his exposed forces. Such action would materially assist in the accomplishment of this course of action as well as in facilitating future offensive operations. If the enemy exercises any one of his attack capabilities, which is not likely because of personnel and equipment casualties and the poor quality of replace-

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(Comdr's Est of Sit—1st (Allied) Army)

ments, the most critical to our overall mission is an attack in the direction EDIRNE (MG6010)—ALEXANDROUPOLIS (MF0020) and the securing of our best port (ALEXANDROUPOLIS) and adjacent beaches.

(2) Present enemy defensive positions are elaborate and well constructed; accordingly, defense of his present battle area can be expected to be relatively strong. Committed enemy forces for this defense, though organized in depth, are spread thinly. For this reason, our coordinated and effective use of available troops and nuclear weapons will permit rupture of his defensive position at selected and critical points; thus, defense of his present position without reinforcement will not materially influence our mission. Significant in implementation of this capability is the availability of one and possibly two tank divisions for counter-attack.

(3) Delay in successive positions will assist our operations by requiring less initial expenditure of combat power, including both combat forces and nuclear weapons. There are few good delaying positions short of the STARA PLANINA. Also, once the enemy leaves his present defensive position, he becomes more exposed to our air and nuclear weapon attack.

(4) If the enemy avoids engagement of his major forces by withdrawal, it would provide for the maximum success of this course of action.

(5) If the enemy reinforces his attack capability with forces from the STARA PLANINA, which is not likely because of training and rehabilitation activities of these forces, he will increase his initial success. Such an attack will afford him ground force superiority; however, our superiority in airpower and nuclear weapons should negate this advantage appreciably, thus enhancing the accomplishment of this course of action. On the other hand, if the enemy reinforces with the 16th Tk Army (north of the DANUBE) or elements of the unidentified combined arms army (west of ODESSA) supported by appropriate nuclear weapons, it is doubtful that this course of action can be accomplished.

c. Attack to secure the STARA PLANINA; then defend.

(1) For analysis of the enemy attack capability, see b(1) above.

(2) For analysis of the enemy initial defense capability, see b(2) above.

(3) Delay in successive positions to the STARA PLANINA will have the same general effect as in b(3) above; however, subsequent and determined defense of the STARA PLANINA may cause some delay in the accomplishment of this course of action because of the excellent defensive characteristics of the area. Enemy troops, well placed to defend the passes in the central area, will be difficult to dislodge. Operations in the eastward extension of the STARA PLANINA offer good opportunities for success. In any case, a tenacious defense of the STARA PLANINA can be expected because this range is the last major defensive position south of the DANUBE River.

(4) If the enemy avoids engagement of his major forces by a

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(Comdr's Est of Sit—1st (Allied) Army)

withdrawal to the STARA PLANINA, the same general effect on our mission as in (3) above applies, assuming that a defense of the STARA PLANINA will follow the withdrawal. A withdrawal to the DANUBE would insure the success of this course of action.

(5) Reinforcement of an enemy attack or initial defense capability will have the same general effect as that in b(5) above. It is logical to assume that the STARA PLANINA defense will be reinforced because the Aggressor 48th Comb Arms Army is engaged in strengthening these defenses. Reinforcement by troops north of the DANUBE River, in conjunction with the delay or withdrawal capability prior to securing the STARA PLANINA, can prevent accomplishment of this course of action. Therefore, any significant enemy reinforcement sufficient to prevent accomplishment of this course of action must be accompanied by a decided increase in the employment of nuclear weapons over those actually expended recently.

d. Attack to secure the DANUBE River line; then defend.

(1) For analysis of the enemy attack capability, see b(1) above.

(2) For analysis of the enemy defense of present positions, see b(2) above.

(3) Delay in successive positions to the DANUBE River position will assist our offensive by requiring less expenditure of combat power. The one major delaying position south of the DANUBE River is the STARA PLANINA. The most effective delay can be expected from this position. This course of action does not require an assault of the DANUBE River.

(4) A withdrawal to positions north of the DANUBE River will insure accomplishment of this course of action.

(5) Enemy reinforcement of an attack or initial defense capability will have the same general results as in b(5) above. Reinforcement of the delay or withdrawal capability, with particular emphasis to delay on the STARA PLANINA, will have the same general results as those in c(5) above.

4. COMPARISON OF OWN COURSES OF ACTION

a. Attack to secure the MARITSA River line and Hill 2809, then defend.

(1) Advantages. Our present defensive positions along the Turkish-Bulgarian border are well prepared and dispersed and furnish excellent protection from the effects of enemy nuclear weapons. Our lines of communications will remain relatively short and will require no undue commitment of combat forces to rear area security. Sufficient depth is gained in the western portion of the sector to reduce the current threat to our lines of communications, to provide for better dispersion of troops and installations in the vicinity of ALEXANDROUPOLIS, and to provide the minimum area required for future tactical and combat service support buildup. Securing of the MARITSA River line places a fairly good water obstacle forward of the western half of our sector and anchors our west (left) flank in the foothills of the RHODOPE Mountains, an excellent terrain obstacle.

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(Comdr's Est of Sit—1st (Allied) Army)

(2) Disadvantages. Though additional depth is gained in the western portion of the sector, our lines of communications remain vulnerable to a successful determined enemy attack. Assuming the defensive at this time passes the initiative to the enemy before any major tactical success has been achieved. Because this course of action visualizes an attack in only half our sector, it affords the enemy an opportunity to concentrate his forces and local reserves against our attack and to defeat it in detail.

b. Attack to secure the STARA PLANINA; then defend.

(1) Advantages. This course of action secures the initiative and takes advantage of surprise. If successful, it will evict the enemy from his present defensive positions and impose casualties by nuclear weapon attack. Securing the STARA PLANINA will give us excellent defensive positions and facilitate accomplishment of our mission. Positions in the STARA PLANINA will provide added depth to our defense, which is highly desirable.

(2) Disadvantages. This course of action requires the attack of markedly higher terrain, which favors the defender. Even though the STARA PLANINA is secured, the enemy will retain a bridgehead south of the DANUBE River, which will facilitate any future attacks by him. Conditions for a future offensive into RUMANIA will not be the most desirable because we must secure and clear the area south of the DANUBE River prior to conducting any major operations toward the north. Occupation of the STARA PLANINA position exposes our west flank to possible enemy attack down the MARITSA Valley should the 1st (GR) Army be unable to maintain contact with us.

c. Attack to secure the DANUBE River line; then defend.

(1) Advantages. This course of action has all the advantages of course of action 2 plus securing the area south of the DANUBE River as a prelude to future operations to the north. We will gain equal control with the enemy of the DANUBE River crossing sites. Securing the DANUBE River line provides the greatest depth for countering any future enemy offensive operation.

(2) Disadvantages. The west flank becomes more exposed to enemy action through the south DANUBE Valley. Our lines of communications are the most extended and vulnerable in this course of action.

d. Conclusion. Course of action 3 (attack to secure the DANUBE River line; then defend) is the best tactical course of action, followed closely by course of action 2. Course of action 1 is the least desirable.

5. DECISION

1st (Allied) Army attacks 20 July; secures the DANUBE River line; then defends; and prepares to conduct subsequent offensive operations in the direction of ODESSA.

/s/Sams

SAMS

GEN

Annex A—Situation Overlay (omitted)

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(Pers Est 5—1st Corps)

3 is adopted, CO, 205th MP Bn, should assist to the maximum division uncovering SAARLAUF, G5 has indicated his ability to assist materially if this course of action is adopted. Discipline, law and order slightly favor courses of action 1 and 2.

(4) Health service. The typhus epidemic in SAARLAUF may present some problems if course of action 3 is adopted; however, previous immunization should prevent this disease in U.S. military units. In view of precautionary health measures, however, health services favor courses of action 1 and 2.

5. CONCLUSIONS

a. The mission can be supported from a personnel standpoint. However, at the conclusion of the action, the corps strength will be low and a period of 2 weeks' rehabilitation should be planned for the 25th Armd Div and the 20th Inf Div.

b. Course of action 3 can best be supported from a personnel standpoint.

c. (1) If course of action 1 and 2 is adopted, recommend priority on armor replacement be given to 25th Armd Div.

(2) If course of action 3 is adopted, recommend the 23d Armd Div be assigned the lead division role.

(3) In all courses of action, recommend priority of infantry replacements to the 20th Inf Div.

d. The corps commander should be informed of the projected strength at the conclusion of the operation and of the critical need for both infantry and armor replacements to bring the 20th Inf Div and the 25th Armd Div up to strength. He should also be informed of the need for rehabilitation of these divisions at the conclusion of the operation.

/s/Simms

SIMMS

G1

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Example C-7. Logistic Estimate, Field Army

(To be published)

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(CA Est 3—1st Army)

5. CONCLUSIONS

a. The proposed operation can be supported with the existing CA organization under any of the courses of action being considered.

b. Course of action 1 can best be supported and its adoption is recommended.

c. Courses of action 2 and 3 do not allow for a rapid advance and permit Aggressor to employ scorched-earth tactics, thus increasing the required support from military sources.

d. Military medical units should be designated and alerted to assist in controlling the typhoid epidemic in BRAVO or in countering biological operations.

/s/Jones
JONES
G5

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Example C-9. Intelligence Estimate, Field Army

(Classification)

G2 Section, 1st (Allied) Army
 KUMSAYIK (NF3275), TURKEY
 230830 June 19__

INTELLIGENCE ESTIMATE NO 3

Reference: Map, EUROPE (BALKANS), 1:500,000, BUCURESTI—IS-
 TANBUL Sheet.

1. MISSION

1st (Allied) Army attacks 20 July, secures and defends an area sufficient to support future operations to the north, and prepares to conduct subsequent offensive operations in the direction of ODESSA (***).

2. THE AREA OF OPERATIONS

Annex A, Analysis of the area of Operations No 2.

3. ENEMY SITUATION

a. Dispositions. Annex B, Situation Overlay.

b. Composition. Enemy forces opposing us consist of elements of Army Gp ST LAURENCO.

(1) Units identified are—

(a) 13th Comb Arms Army

11th Mech Div

47th Mech Div

71st Mech Div

22d Tk Div

24th Tk Div

(b) 48th Comb Arms Army

231st Mech Div

307th Mech Div

311th Tk Div

312th Tk Div

(c) 21st Comb Arms Army

156th Mech Div

157th Mech Div

201st F Mech Div

(d) 16th Tk Army (north of DANUBE): (number, types, and location of units unknown).

(2) Unidentified units, assignment unknown are—

One mechanized division (vicinity of VRATSA (GN0180) not shown on map).

One tank division (vicinity of PLOVDIV).

One combined arms army (west of ODESSA): (number, types, and location of units unknown).

(3) The estimate is that the artillery supporting these forces is the normal organic divisional and army artillery. In addition, elements of an artillery division have been reported in the area. Aggressor 15th Air Army is supporting ground forces in our area.

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(Intel Est 3—1st (Allied Army)

c. Strength.

(1) Committed forces. We are opposed immediately by seven mechanized divisions. The estimate is that these divisions are supported by their organic artillery and by 27 battalions of nondivisional artillery, two 240-mm mortar battalions, two 240-mm medium rocket-launcher battalions, two guided-missile brigades, and an unknown number of very heavy artillery and free-rocket (nuclear) units.

(2) Reinforcements. Reinforcements available to the enemy for commitment in our zone are—

(a) Unidentified mechanized division vicinity of VRATSA (GN0180).

(b) 311th and 312th Tk Div south of KOLAROVGRAD (MH9090).

(c) 201st F Mech Div vicinity of TROYAN (LH1050).

(d) 22d Tk Div vicinity of VAVRA (KH7020).

(e) 24th Tk Div vicinity of DITKA (JG8080).

(f) Unidentified tank division in vicinity of PLOVDIV (***).

(g) 16th Tk Army north of the DANUBE River.

(h) Unidentified combined arms army west of ODESSA.

(3) Air. 9th TAF estimates that enemy air strength available to support forces opposing us consists of 100 fighter aircraft, 100 ground attack aircraft, and 50 bombers.

(4) Nuclear. The estimate is that for the next 30 days Aggressor Army Gp ST LAURENCO has available for tactical use from 45 to 60 nuclear weapons, ranging in yields from 2 KT to 500 KT, delivered by artillery, guided missiles, free rockets, and aircraft as well as prepositioned during defense and retrograde operations.

d. Recent and Present Significant Activities.

(1) The enemy has constructed a substantial number of fortifications and barriers in the MARITSA and TUNDZHA Valleys.

(2) Airphotos and patrol reports indicate that the enemy occupies well dug-in positions along the Bulgarian—Turkish—Greek border and continues to improve his positions daily.

(3) Personnel crossing into our battle area report and airphotos confirm the presence of a considerable number of fortifications and obstacles in the STARA PLANINA passes.

(4) The enemy continues to patrol actively the forward edge of the battle area in the vicinity of EDIRNE (***).

(5) For the past 30 days, no change in volume and direction of traffic across the DANUBE River bridges has been observed. Railroads as far south as ELKHOVO (MG6060), MARITSA (MG0150), and KHASKOVO (LG8040) are being used for the transportation of enemy supplies and personnel.

(6) Latest PW interrogation reports indicate that enemy guided-missile units have recently moved into the vicinity of KHASKOVO, TOPOLOVGRAD (MG4060), and YAMBOL (MH5000). No reports from friendly units of missile firings have been received.

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(Intel Est 3—1st (Allied Army)

(7) Air reconnaissance reports indicate the presence of a considerable number of well-dispersed enemy supply installations in the vicinity of PLOVDIV, NOVA ZAGORA (MH1000), and POLYANOVGRAD (MH9020).

(8) Enemy reserve units are well dispersed and apparently shift positions at short and nonuniform intervals.

(9) Registration of very heavy artillery has occurred along the present forward edge of the battle area at infrequent intervals.

(10) Defensive positions and barriers have been constructed or are being constructed as shown on overlay 1.

(11) Continuing work appears to be in progress on railroads and roads in enemy territory.

(12) PW state that an amphibious training school has been established in the vicinity of VARNA (NH7080).

(13) During the past 2 weeks, air observers have observed approximately 20 landing craft, similar to LCM's, operating daily in the vicinity of VARNA. Naval intelligence estimates that craft presently at VARNA can lift approximately one mechanized regiment. Reports indicate, however, that efforts are being made to assemble additional craft to permit the lifting of one mechanized division.

(14) Reliable agencies report that the Aggressor 13th Army suffered many casualties in personnel and equipment during the recent offensive. These agencies estimate that the units of this army are about 60-percent effective.

(15) Reliable agencies report that replacements recently received by the Aggressor 21st Army are poorly trained, the majority coming from homeland security units. Apparently 21st Army is concerned with rehabilitating its divisions and improving the barriers and fortifications in the STARA PLANINA.

(16) The enemy has infiltrated guerrilla forces into our rear areas. Small guerrilla forces have attacked supply installations and convoys twice in the vicinity of LULEBURGAZ (NF2080) and EDIRNE in the past 4 days. A large guerrilla force has virtual control of the MALTEPEPASAYIGIT (MF6030) area.

(17) The enemy has manufactured large quantities of chemical agents and has stored them in strategic locations. No movement of stocks into this theater has been reported.

(18) The enemy has been impressing civilian labor to work on fortifications and barriers in the STARA PLANINA.

e. Peculiarities and Weaknesses.

(1) Personnel. Surrender and desertion rates are high in many enemy units. Morale is low and replacements are poorly trained.

(2) Intelligence. The enemy's principal information-gathering means have been light aircraft and ground patrols. His electronic security weakness, exploitable by signal intelligence and reconnaissance, presents invaluable areas for electronic countermeasures.

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(Intel Est 3—1st (Allied Army)

(3) Operations. The east (right) flank is assailable especially by means of an amphibious envelopment. Although reserves (156th Mech Div) are available to extend this flank, the belief is that positions along the BLACK Sea have not been prepared. Apparently the Aggressor 21st Army's commitment is to rehabilitate and train its divisions and to improve barriers and fortifications in the STARA PLANINA. The estimate is that the 21st Army is not prepared for offensive action at present.

(4) Logistics. Supplies are apparently adequate for conduct of either offensive or defensive operations. There appear to be a shortage of truck transportation and an increased dependence during the past month on movement of personnel and supplies by rail.

(5) Personalities. General of Army August REISS, recently arrived in the theater, has assumed command of the Aggressor 21st Army. His reputation is that of being an expert on mountain operations.

4. ENEMY CAPABILITIES

a. Enumeration.

(1) Attack now along the forward edge of our battle area with forces in contact, supported by one tank division and artillery, air, and nuclear weapons.

(2) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction EDIRNE—ISTANBUL (***).

(3) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction EDIRNE—ALEXANDROUPOLIS. (MF 0120).

(4) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in the direction MOMCHILGRAD (LF6090)—KOMOTINI (LF6050)—ALEXANDROUPOLIS.

(5) Attack our east flank with an amphibious force of approximately one mechanized regiment in conjunction with either capability (1) or (2) above.

(6) Continue current defense with forces in contact, supported by one tank division and artillery, air, and nuclear weapons.

(7) Delay in successive positions to the STARA PLANINA.

(8) Withdraw to the STARA PLANINA or to the DANUBE River at any time.

(9) Reinforce the attack or the defense with all or part of the following units at the places and times indicated:

<i>Unit</i>	<i>Place</i>	<i>Time</i>
156 Mech Div	Vic ELKHOVO	8 hours after starting
south of KOLAROVGRAD		movement
201st F Mech Div	Vic MARITSA	9 hours after starting
vic TROYAN		movement
	Vic MOMCHILGRAD	11 hours after starting
		movement

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(Intel Est 3—1st (Allied Army)

Unidentified mechanized division vic VRATSA	Vic MARITSA	15 hours after starting movement
Unidentified tank division vic PLOVDIV	Vic MARITSA	4 hours after starting movement
	Vic MOMCHILGRAD	7 hours after starting movement
16th Tk Army north of DANUBE	Vic YAMBOL	Within 1 day
Unidentified army (comb) west of ODESSA	Vic YAMBOL	Within 5 days

(10) Employ chemical agents within our section at any time.

(11) Based on an estimated strength of 100 fighters, 100 ground attack aircraft, and 50 bombers, attack our area with a maximum of 200 fighter, 200 ground attack, and 50 bomber sorties daily.

(12) Employ within our sector at any time an estimated 45 to 60 nuclear weapons, ranging in yields from 2 KT to 500 KT, delivered by air, guided missiles, free rockets, and very heavy artillery. The enemy can also preposition nuclear weapons.

(13) Employ guerrilla forces in our rear area either alone or in conjunction with the capabilities enumerated above.

b. Analysis and Discussion.

(1) Attack along the forward edge of our battle area.

(a) The following indicate rejection by the enemy of this capability:

1. Troops along the forward edge of the battle area are well dug in and are defending stubbornly.

2. Defensive positions and barriers in the STARA PLANINA are being improved daily.

3. Terrain is not favorable for an attack along the forward edge of the battle area.

(b) Except for patrol and guerrilla activity in the vicinity of EDIRNE, there are no indications of adoption of this capability.

(2) Attack in the direction EDIRNE—ISTANBUL.

(a) The following indicate adoption of this capability:

1. Patrols have been particularly active in the EDIRNE area.

2. Guerrillas have been active in the EDIRNE and LULEBURGAZ areas.

3. EDIRNE—ISTANBUL is one of the most favorable avenues of approach.

4. Forward troops and reserves are favorably disposed to support an attack on this axis.

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(Intel Est 3—1st (Allied) Army)

(b) An attack along the EDIRNE—ISTANBUL avenue of approach can be supported by an amphibious envelopment of our east flank by a force of approximately one mechanized regiment.

(c) If the enemy succeeds in capturing EDIRNE, he will have an excellent chance of retarding our future operations. This will afford excellent approaches to ISTANBUL, a city of considerable political and logistic importance.

(3) Attack in the direction of EDIRNE—ALEXANDROUPOLIS.

(a) The following indicate adoption of this capability:

1. It uses one of the most favorable avenues of approach.
2. Forward troops and reserves are favorably disposed to support an attack on this axis.
3. Patrols and guerrillas have been active in the vicinity of EDIRNE.

(b) An attack on this axis, if successful, would offer a good chance of retarding our future operations and splitting our forces.

(4) Attack in the direction MOMCHILGRAD—KOMOTINI—ALEXANDROUPOLIS.

(a) The following indicate adoption of this capability:

1. It uses a good avenue of approach.
2. It is the shortest distance to ALEXANDROUPOLIS and is astride an excellent road. It leads into an area in which we have the least defensive depth and, if successful, would split the 1st (GR) Army and the 1st (Allied) Army.

(b) An attack on this axis, if successful, would turn our west flank and afford the enemy an excellent opportunity to capture the important port of ALEXANDROUPOLIS.

(5) Attack by an amphibious force to envelop our east flank.

(a) The following point toward rejection of this capability:

1. The enemy has only recently initiated amphibious training, and reportedly the capability of troops being trained is limited.
2. The enemy has sufficient craft to lift only one mechanized regiment at present. Landing craft are not available to reinforce any amphibious landings attempted. Efforts are being made to assemble more landing craft.

(b) It is doubtful that the enemy will attempt an amphibious attack with the craft presently available. In addition, the present status of amphibious training of enemy troops is low.

(6) Continue current defense.

(a) The following point toward adoption of this capability:

1. The enemy has constructed numerous fortifications and barriers and is improving present defensive positions daily.
2. The enemy is organizing defensive positions in depth, which is characteristic of his defensive doctrine.
3. Enemy units have suffered numerous personnel casualties and heavy destruction of equipment. Replacements are substandard and poorly trained.

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(Intel Est 3—1st (Allied) Army)

4. Terrain in present position is generally more favorable for defensive action.

(b) Enemy units in contact are disposed to favor continuation of defense along present forward edge of the battle area. Reserves are disposed to add depth.

(7) Delay. The only indication of enemy delay on successive positions is the construction of fortifications and barriers in the STARA PLANINA; however, these positions can also be considered as deepening of the present defense position. This is characteristic of his organization of successive defensive positions.

(8) There are no indications of withdrawal.

(9) The location of the mechanized divisions in the STARA PLANINA is an indication that all or part of these units may be used to reinforce whatever capability the enemy chooses to adopt; however, because of the low status of training and the poor quality of the personnel, it is doubtful that these units will be committed early. There are no indications that either the Aggressor 16th Tk Army north of the DANUBE or the unidentified combined arms army west of ODESSA will reinforce enemy troops in our sector at present.

(10) Guerrilla forces have been operating in the vicinity of EDIRNE and LULEBURGAZ. They have virtual control of the MAL-TEPEPASAYIGIT area. Expectedly the enemy will continue to establish and operate such forces in our rear area.

(11) Air attack is a continuing threat. All or part of the available air can be concentrated in our area. The logical assumption is that all capabilities will have concurrent air support.

(12) Nuclear. Enemy nuclear attack is a continuing threat. Guided-missile units have recently moved into the area. Registration of very heavy artillery has occurred at infrequent intervals. The enemy is estimated to have from 45 to 60 weapons available for use in our area; therefore, the assumption must be that nuclear weapons will be employed against lucrative targets.

(13) Chemical. There are no indications that the enemy will use chemical agents, with the possible exceptions of smoke and flame.

5. CONCLUSIONS

a. Probable Courses of Action.

(1) Continue current defense, supported by artillery, air, and nuclear weapons concurrent with the continued employment of guerrillas in our rear area.

(2) Attack now with forces in contact, supported by artillery, air, and nuclear weapons, with the main attack of one mechanized division and one tank division in directions:

(a) EDIRNE—ISTANBUL.

(b) EDIRNE—ALEXANDROUPOLIS.

(c) MOMCHILGRAD—KOMOTINI—ALEXANDROUPOLIS.

LIS.

(Classification)

(Classification)

(3) Employ guerrilla forces in our rear areas either alone or in conjunction with the capabilities enumerated above.

b. Vulnerabilities.

(1) Enemy units suffered numerous personnel and equipment casualties and appear to be committed to training, rehabilitation, and improvement of defensive positions. It appears doubtful that the enemy is prepared for offensive action.

(2) Enemy units are estimated to be about 60-percent combat effective.

(3) Enemy morale is low and his reserves are poorly trained.

(4) The enemy east flank is assailable by amphibious envelopment.

/s/Grossbak

GROSSBAK

G2

Annexes A—Analysis of the Area of Operations No 2 (omitted)

B—Situation Overlay (omitted)

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(Classification)

	Staff officers with primary responsibility
m. Inspect for compliance with counterintelligence measures. Revise requirements as necessary.	G2
n. Publish training directive specifying types of training to be stressed for future operations.	G3
o. Publish policies regarding administration and employment of specialists and technicians including civil affairs, psychological operations, public information and press correspondents, and intelligence specialists and agencies.	All
p. Follow up requests made of higher authority to determine dates on which requests will be fulfilled.	All
q. Collect troop list requirements from G1, G2, G4, and G5 and determine recommended list of troop units and strengths for commander's approval.	G3
r. Submit first draft of material for inclusion in annexes and first draft of operation plan.	All
s. Check on status of all requests submitted to higher authority and on compliance with all directives and orders published to subordinate echelons.	All
t. Maintain constant check on status of planning in major subordinate echelons.	All
4. GENERAL PLANNING PHASE, D-40 TO D-30 (Within this phase the first draft of the plan and annexes is presented. The commander makes his detailed estimates to include his decision and announces the concept of the operation. By D-30 the staff is ready to prepare the final operation plan and annexes for issue to subordinate units.)	
a. Continue presentation of staff estimates to commander and staff based on latest available information.	All
b. Prepare final operation estimate based on current estimates of other staff sections and all other current information available.	G3
c. Receive commander's estimate of the situation.	All
d. Make necessary changes in drafts of the operation plan and annexes in accordance with the commander's decision and the concept of the operation.	All
e. Revise initial supply and equipment requirement estimates and submit necessary requisitions.	G4
f. Revise initial personnel requirement estimates and submit necessary requisitions.	G1

(Classification)

(Classification)

Staff officers
with primary
responsibility

- g. Revise initial civil affairs requirement estimates and submit necessary requisitions. G5
- h. Insure that subordinate commands are furnished all available information. All
- i. Maintain constant check on status of planning in subordinate echelons. All
- j. Supervise map distribution. G2
- 5. GENERAL PLANNING PHASE, D-30 TO D-20
(By D-20 the final operation plan with annexes is issued to subordinate commanders.)
- a. Arrange for liaison and communications with higher, adjacent, and subordinate echelons. G3, CofS
- b. Complete and issue final operation plan with all annexes. G3
- c. Confer with major subordinate commanders and staffs to insure full understanding of concept of operation and coordinating details. All
- d. Participate in conferences with higher headquarters and supporting service command staff sections to coordinate combat service support. G4
- e. Participate in conferences with theater (theater army) (army group) staff sections to coordinate details, other personnel procedures, and civil affairs to support the operation. G2, G5
- f. Prepare and issue orders for rehearsals (if applicable.) G3 in coordination with all
- 6. GENERAL PLANNING PHASE, D-20 TO D-10
(During this phase major subordinate units submit drafts of plans. By D-10 all necessary changes have been indicated and drafts returned to subordinate units for correction.)
- a. Maintain constant check of status of planning in subordinate echelons. All
- b. Confer with major subordinate echelon staff sections to coordinate combat service, personnel, and civil affairs support for the operation. G1, G4, G5
- c. Receive first draft of operation plan of subordinate units and distribute copies to staff sections. G3
- d. Review first draft of operation plan of subordinate commands and return with indication of necessary changes. All

(Classification)

(Classification)

Staff officers
with primary
responsibility

e. Continue conferences with higher headquarters and service command staff sections to complete details of combat service, personnel, and civil affairs support of the operation. G1, G4, G5

f. Continue conferences with higher headquarters to complete details of liaison and communications. G3

g. Participate in coordinating conferences with staff sections of higher and lower echelons to complete details of intelligence collection and dissemination procedures. G2

h. Conduct training inspections and supervise plans and preparation for rehearsal (if applicable). G3 in coordination with all

7. GENERAL PLANNING PHASE, D-10 TO D-5
(During this phase planning is completed in major subordinate echelons and continued in lower echelons. Rehearsals as applicable are conducted.)

a. Receive completed plans from major subordinate commands for commander's approval. G3

b. Notify major subordinate commands of commander's approval of plans as submitted (with or without exceptions) and distribution of copies of plans to staff sections. G3

c. Participate in final coordinating conferences with higher and lower echelon staff sections. All

d. Participate in final coordinating conferences with supporting service command staff sections. G1, G4, G5

e. Observe and/or supervise rehearsals (if applicable). G3 in coordination with all

f. Distribute all further available information and intelligence to subordinate echelons. All

g. Complete and distribute any further administrative instructions or details. G1, G4, G5

h. Publish air surveillance plan. G2

i. Increase rate of airphoto coverage. G2

j. Receive units or special detachments such as civil affairs, psychological operations, technical intelligence teams, etc. Instruct each detachment in policies and procedures. All

8. GENERAL PLANNING PHASE, D-5, TO D-DAY
(During this phase plans and preparations for the operation are completed to include the lowest echelons.)

a. Issue final edition of maps to all echelons. G2

b. Critique of rehearsal (if applicable). G3 in coordination with all

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(Classification)

- | | |
|--|--------|
| c. Conduct final check to insure timely receipt of supplies and equipment necessary for operation. | G4, G3 |
| d. Conduct final check on personnel status of subordinate units. | G1 |
| e. Attach special detachments to subordinate commands. | G3 |
| f. Supervise preoperational troop movements. | G3, G4 |
| g. Prepare for headquarters movement. | All |
| h. Issue necessary weather forecasts. | G2 |

(Classification)

APPENDIX G

PLANS AND ANNEXES TO PLANS (STANAG 2014 and STANAG 2032)

	Page
Section I. General	G-1
II. Examples	G-5
Example G-1. Counterattack Plan, Division	G-5
Example G-2. Plan for Amphibious Attack, Corps as Army Landing Force	G-9
Example G-3. Plan for Stability Operation, Division ..	G-15
Example G-4. Administrative Plan, Field Army	G-20
Example G-5. Air Defense Plan Annex to Operation Plan, Field Army	G-22
Rear Area Security Plan Annex to Operation Plan, Field Army	
Example G-6. Rear Area Security Plan	G-26

Section I. GENERAL

G-1. Introduction

a. Chapter 7 contains general information pertaining to planning processes. This appendix contains an explanation of the techniques and principles involved in preparing operation and administrative plans. It also contains information pertaining to the form and content of both operation and administrative plans and the annexes to these plans. Typical examples of these plans and their annexes are also included.

b. As a general rule, the form for a plan is similar to an order and it facilitates easy transition to an order. When the times and conditions under which the plan is to be placed in effect occur, the plan becomes an order. The form also may be used to produce various types of annexes.

c. Procedures and techniques applicable to the preparation of plans are discussed in appendix E.

G-2. Operation Plan

a. Format. The format for the operation plan is identical with the format for the op-

eration order (app H) with the following exceptions:

(1) Subparagraph d entitled "Assumptions" is added to paragraph 1. All assumptions used by the commander (by the staff officer if a staff plan) as a basis for the plan are listed herein.

(2) In the last subparagraph of paragraph 3, the time at which the plan is to be placed in effect or the conditions under which it is to be placed in effect are stated.

b. Examples. Examples G-1, G-2, and G-3 in section II of this appendix are illustrations of operation plans.

G-3. Administrative Plan

The various components of an administrative plan (logistic, personnel, civil affairs) may be issued as separate plans or published as annexes to the plan. This procedure is normal in joint operations and may be employed in other situations in which publication and distribution of the components separately from the basic plan are desirable.

a. Format. Figure G-1 is a format with explanation for the administrative plan.

(Classification)

Copy No_____of_____copies
 Issuing headquarters
 Place of issue
 Date-time group of signature
 Message reference number

Administrative Plan_____

(Type, serial number, and/or title)

References: Maps, charts, and other relevant document.

Time zone: (Used throughout the order; if unnecessary, omit.)

1. SITUATION

Information of the general overall situation essential to understand the current situation as it influences combat service support.

a. Enemy Forces. Composition, disposition, location, movements, estimated strengths, and identifications. (Reference to an operation plan or to the intelligence annex to an operation plan should be used if published or to be published.) List enemy capabilities that can influence the combat service support mission.

b. Friendly Forces. Pertinent information of own forces, other than those covered by a referenced operation plan or to be included in subsequent paragraphs of this administrative plan, that may directly influence the combat service support mission.

c. Assumptions. Assumptions used as a basis for this plan, e.g., strengths to be supported, rate and direction of movement of tactical operations, influx of refugees, and support available from other agencies.

(1) Tactical situation. Obtained from the commander's planning guidance and provided by the operations officer (G3).

(2) Personnel situation. Provided by the personnel officer (G1).

(3) Logistic situation. Provided by the logistics officer (G4).

Figure G-1. Format for the administrative plan.

(Classification)

(Short title identification)

(4) Civil affairs situation. Provided by the civil affairs officer (G5).

2. MISSION

State the combat service support mission as a whole.

3. EXECUTION

This paragraph contains information for the formations and units being supported and not primarily for the services that execute the administrative plan. (This paragraph has six subparagraphs entitled "General," "Materiel and Services," "Medical Evacuation and Hospitalization," "Personnel," "Civil Affairs," and "Miscellaneous." The contents of each subparagraph parallels the six paragraphs of the administrative order (app H).)

4. MISCELLANEOUS

Administrative matters not covered in preceding paragraphs. Include a statement on when this plan is effective.

Acknowledgment instructions.

/s/ _____
Commander

Annexes

Distribution

Authentication

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Figure G-1—Continued.

b. Example. Example G-4 in section II of this appendix illustrates an administrative plan at field army.

G-4. Annexes to Plans

Examples G-5 and G-6 in section II of this appendix are illustrations of annexes to plans. Subparagraphs not pertinent may be omitted.

Section II. EXAMPLES

Example G-1. Counterattack Plan, Division

(Classification)

Copy No 4 of ____ copies
 23d Armd Div
 KUNZENDORF (XS0296), GERMANY
 022300 June 19____
 XT 53

OPLAN 15 (Catk Plan GREEN)

Reference: Map, GERMANY, 1:50,000, BRESLAU—LIEGNITZ Sheet;
 OPOD 12.

Task organization:

1st Bde

1-91 Mech
 1-95 Mech
 1-10 Mech
 1-12 Armor
 1-50 Arty (DS)
 A/23d Engr (DS)
 Tml Tm/B/23d Sig (Spt)¹
 B/23d Maint (Spt)¹
 A/23d Med (Spt)¹

2d Bde

1-93 Mech
 1-94 Mech
 1-15 Armor
 1-22 Cav
 1-51 Arty (DS)
 B/23d Engr (DS)
 Tml Tm/B/23d Sig (Spt)¹
 C/23d Maint (Spt)¹
 B/23d Med (Spt)¹

3d Bde

1-92 Mech
 1-11 Armor
 1-13 Armor
 1-14 Armor
 1-52 Arty (DS)
 C/23d Engr (DS)
 Tml Tm/B/23d Sig (Spt)¹
 D/23d Maint (Spt)¹
 C/23d Med (Spt)¹

Div Arty

1-53 Arty
 1-54 Arty
 5th Bn (155, SP) 617th
 Arty (remains atch)

23d Armd DISCOM

23d Admin
 23d Maint
 23d Med
 23d S&T

Div Trp

1-440 Arty (C/V)
 1st Bn (Hawk), 436th Arty
 23d Engr
 528th MID (remains atch)
 23d Sig
 211th CA Co (remains atch)
 23d MP Co

(Classification)

¹May or may not be shown depending on command desires.

(Classification)

(OPLAN 15 (Catk Plan GREEN)—23d Armd Div)

1. SITUATION

- a. En Forces. Annex A (Intel) to OPORD 12.
- b. Friendly Forces. OPORD 12.
- c. Attachments and Detachment. Task organization. 1-436 Arty atch on corps order.
- d. Assumptions.
 - (1) Penetration has been made in the sector of 1st Bde with the major portion of a mechanized div (est two reinf mechanized regt).
 - (2) En atk has been slowed or disorganized.
 - (3) Air parity will be maintained.
 - (4) Nuclear wpns will be employed to spt the catk.
 - (5) The res, as now constituted, will be available at its present strength when decision to catk is made.

2. MISSION

Div atk at D-day, H-hour, to destroy en forces in area of penetration.

3. EXECUTION

a. Concept of Operation. This operation involves the employment of 3d Bde against the south flank of the en penetration, passing through elements of 1st Bde to exploit the effects of nuclear wpns. 2d Bde continues to defend in sector. A preparation will be fired employing nuclear wpns at H-30 minutes to neutralize en reserves in the area of the penetration and to assist 3d Bde in breaking through the en forward elements on the flank of the penetration. The nuclear preparation will be followed by a 20-minute conventional preparation beginning at H-15 minutes. Priority of fires to 3d Bde. 3d Bde be prepared to release one tank bn to 1st Bde or 2d Bde prior to executing catk. Annex A, Operation Overlay.

b. 1st Bde:

- (1) Cont def of sector.
- (2) Spt passage of 3d BDE.
- (3) Be prepared to assist in destroying en in penetration.
- (4) Be prepared to relieve 3d Bde vic obj A and assist withdrawal of 3d Bde.

c. 2d Bde: cont def of sector.

d. 3d Bde:

- (1) Atk; secure obj A; and destroy en in penetration.
- (2) Prior to atk, be prepared to release on tank bn to 1st Bde or 2d Bde.
- (3) Be prepared for relief by 1st Bde vic obj A; then reassemble as div res present assy pos.

e. Arty:

(1) FA:

* * * * *

(3) ADA: Provide low- and medium- altitude air defense of the div area of operations with priority to 3d Bde, Div Arty.

(4) Annex B, Fire Spt Plan.

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(OPLAN 15 (Catk Plan GREEN)—23d Armd Div)

f. Res: 3d Bde on completion of msn on div order.

g. Coordinating Instructions.

(1) This plan eff for planning on receipt and for execution on div order.

(2) For execution LD is LC.

(3) D-day, H-hour, to be announced.

(4) Road priority to 3d Bde eff H-1 hour.

4. ADMINISTRATION AND LOGISTICS

ADMINO 7.

5. COMMAND AND SIGNAL

Annex C (Signal) to OPORD 12. Current SOI Index.

Acknowledge.

HOOD

MG

Annex: A—Operation Overlay

B—Fire Spt Plan (omitted)

Distribution: A

OFFICIAL:

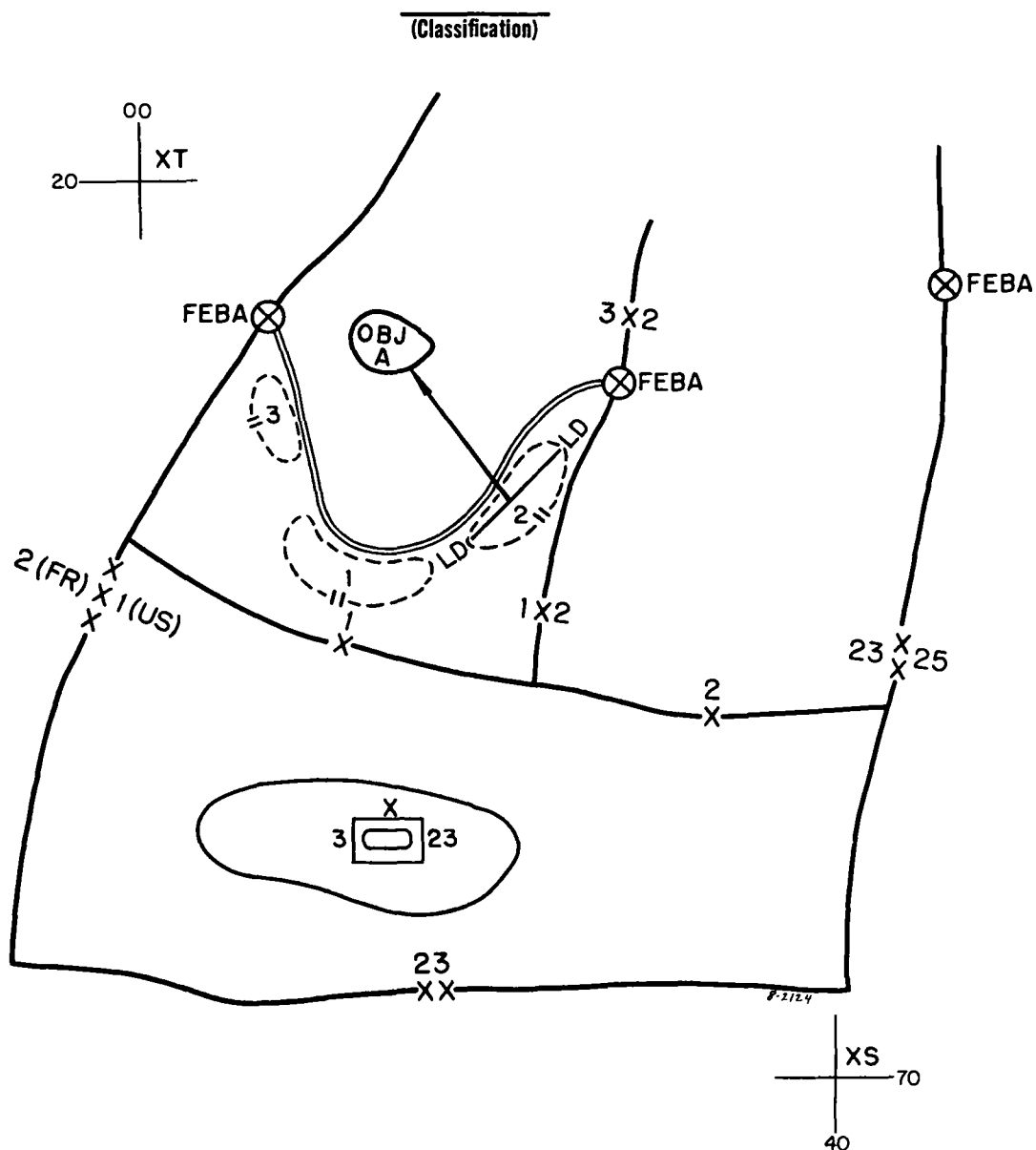
/s/Tuck

TUCK

G3

(Classification)

Annex A (Operation Overlay) to OPLAN 15--23d Armd Div.



Annex A (Operation Overlay) to OPLAN 15--23d Armd Div

Reference: Map, GERMANY, 1:50,000, BRESLAV--LIEGNITZ Sheet.

(Classification)

NOTE: Heading and ending not required when annex is distributed with the operation order.

Example G-2. Plan for Amphibious Attack, Corps as Army Landing Force

(Classification)

Copy No 2 of 220 copies

3d (US) Corps (Army Landing Force, TF 141)
NEWCASTLE, DEL.

1 September 1969

XR 2

Operation Plan 11

Reference: Map, BOGNIA, 1:50,000, Series L367, Sheets AB 29-36,
NI 29-11, NI 29-12, NI 29-15, and NI 29-16.

Time zone: Time zone ZULU effective on embarkation.

Task organization: Annex A, Task Organization.

1. SITUATION

- a. Enemy Forces. Annex B, Intelligence.
- b. Friendly Forces.

(1) LANDFORMED conducts operations, initiated by an amphibious attack to sever Aggressor lines of communications, destroys Aggressor forces in BOGNIA, and restores political control to the legitimate government.

(2) USWESTCOM provides forces for JATF 140 and supports 3d (U.S.) Corps subsequent to amphibious operation.

(3) 2d (Allied) Corps destroys Aggressor in zone, secures LANDFORMED's east flank, and conducts further operations as part of LANDFORMED.

(4) 10th (Allied) Corps lands over beaches established by 3d (U.S.) Corps, secures LANDFORMED's west flank, and conducts operations as part of LANDFORMED.

(5) JATF 140 conducts advance force operations and executes amphibious attack to establish 3d Corps (Army Landing Force, TF 141) ashore.

(6) U.S. Navy component assigned to JATF 140 lifts, lands, and supports Army Landing Force, TF 141.

- c. Attachments and Detachments. Annex A, Task Organization.
- d. Assumptions.

(1) Aggressor strength and dispositions in 3d Corps beachhead will remain relatively unchanged until final preparations in landing areas are initiated.

(2) Aggressor capability of reinforcing in 3d Corps beachhead will not exceed three division equivalents by D+3.

(3) Prior to D-day, NAVFORMED forces will gain and maintain control of the sea in the JATF 140 objective area and the lines of communications thereto.

(4) Prior to D-day, NAVFORMED and AIRFORMED will gain and maintain air superiority in the JATF 140 objective area and over lines of communications thereto.

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(5) Aggressor's tactical nuclear capability will have been reduced to an acceptable level prior to D-day.

(6) Missile and air attacks on Aggressor lines of communications in the objective area will reduce the enemy's reinforcing capability.

(7) Planning will assume a threat of enemy employment of tactical nuclear weapons of less than 50 KT and in a quantity that will not prohibit maneuver by land, sea, or air forces.

2. MISSION

3d Corps lands in an amphibious attack beginning D-day, H-hour, between ACRA (4167) and BELUT (4093) in BOGNIA, establishes a beachhead, establishes contact with 2d (Allied) Corps, and prepares to continue operations to destroy Aggressor forces in BOGNIA as part of LAND-FORMED.

3. EXECUTION

a. Concept of Operation. Annex C, Operation Overlay.

(1) Maneuver. 3d (U.S.) Corps (TF 141), operating as part of JATF 140, makes amphibious attack on Bognian Coast beginning on D-day, H-hour, employing three infantry divisions in the initial assault, 20th Inf Div on the west (left), 18th Inf Div in the center, and 15th Inf Div on the east (right), to secure division beachheads and continues the attack to secure and defend a corps beachhead. 55th Mech Div and 26th Armd Div are landing force reserve afloat on D-day. When division beachheads have been secured, 55th Mech Div passes through 18th Inf Div vicinity phase line SHARK and secures corps beachhead in zone; 26th Armd Div passes through 20th Inf Div, vicinity phase line DOLPHIN, to secure objective 1 and corps beachhead in zone; 15th Inf Div continues attack to secure corps beachhead in zone and establishes contact with 2d (Allied) Corps; 20th Inf Div protects corps west flank and assists landing and passage of 10th (Allied) Corps; 18th Inf Div, on order, becomes corps reserve; and 201st Armd Cav Regt protects corps east flank. On securing corps beachhead, corps defends and prepares to continue attack to destroy Aggressor forces in BOGNIA. This operation is conducted in four phases:

(a) Phase I (D-day). 18th Inf, 15th Inf, and 20th Inf Div conduct final preparation of landing areas and execution of assault landings.

1. 20th Inf Div lands in landing area PECOS, secures division beachhead, assists landing of initial elements of 26th Armd Div, and prepares to continue attack to phase line DOLPHIN.

2. 18th Inf Div lands in landing area MISSOURI, secures division beachhead, assists landing of initial elements of 55th Mech Div, and prepares to continue the attack to secure phase line SHARK.

3. 15th Inf Div lands in landing area JAMES, secures division beachhead, and prepares to continue the attack to secure phase line SHARK.

4. On order, 55th Mech Div releases one BLT(A) and/or one BLT(S) to 18th or 15th Inf Div, priority to 18th Inf Div; 26th Armd Div, on order, releases one BLT(A) and/or one BLT(S) to 20th Inf Div.

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(OPLAN 11—3d (U.S.) Corps)

(b) Phase II (D+1 to D+6). 20th Inf Div continues attack to secure phase line DOLPHIN and assists landing of remaining elements of 26th Armd Div and initial elements of 10th (Allied) Corps. 18th Inf Div continues attack to secure phase line SHARK in zone, assists landing of remaining elements of 55th Mech Div, and conducts reconnaissance to phase line DOLPHIN to establish contact with 20th Inf Div. 15th Inf Div continues attack to secure phase line SHARK and port facilities at ATLANTIS.

(c) Phase III (D+6 to D+7). 26th Armd Div attacks through 20th Inf Div vicinity phase line DOLPHIN to secure objective 1 and corps beachhead in zone. 20th Inf Div assists passage of 26th Armd Div, protects 1st Corps west flank, and assists landing and positioning of 10th (Allied) Corps on 3d (U.S.) Corps' west flank. 55th Mech Div attacks through 18th Inf Div vicinity phase line SHARK and secures corps beachhead in zone. 18th Inf Div assists passage of 55th Mech Div vicinity phase line SHARK; on order, 18th Inf Div becomes corps reserve. 15th Inf Div continues attack to establish contact with 2d (Allied) Corps and to secure corps beachhead in zone. 201st Armd Cav Regt protects 3d (U.S.) Corps' east flank. 3d (U.S.) Corps SP assumes responsibility for corps beach support area.

(d) Phase IV (D+8 to ***). JATF 140 is dissolved. 3d (U.S.) Corps delegates responsibility for beach support area to corps base commander and prepares to continue attack under operational command (combined) of LANDFORMED.

(2) Fires.

(a) Air.

1. Naval air of JATF 140 conducts air defense, tactical air support, and interdiction missions in objective area, priority close air support initially 20th Inf Div.

2. Appendix 1, Air Fire Support Plan, to Annex D, Fire Support Plan.

(b) Naval gunfire.

1. Naval fire support ships of JATF 140 provide gunfire and missile support, priority initially 20th Inf Div.

2. Appendix 2, Naval Gunfire, to Annex D, Fire Support Plan.

(c) Artillery. Appendix 3, Artillery, to Annex D, Fire Support Plan. Priority of artillery support initially to 20th Inf Div.

(d) Air defense. Annex E, Air Defense Plan.

b. 18th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area MISSOURI and secure division beachhead.

(2) Assist landing of 55th Mech Div. Exercise operational control for landing over elements of 55th Mech Div; release operational control on order.

(3) Be prepared to receive one reserve BLT(S) and/or one BLT (A) from 55th Mech Div.

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(OPLAN 11-3d (U.S.) Corps)

(4) Be prepared to continue attack to secure phase line SHARK in zone.

(5) Be prepared to conduct reconnaissance to phase line DOLPHIN to establish contact with 20th Inf Div.

(6) Be prepared to assist passage of 55th Mech Div vicinity phase line SHARK.

(7) Release of 1st Sqdn, 202d Armd Cav Regt, on order on completion of phase II.

(8) On order, corps reserve beginning phase III.

c. 15th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area JAMES and secure division beachhead.

(2) Be prepared to receive one reserve BLT(S) and/or one BLT (A) from 55th Mech Div.

(3) Be prepared to secure airfield and port facilities at ATLANTIS on D-day.

(4) Be prepared to continue attack to secure phase line SHARK in zone.

(5) Release 201st Armd Cav Regt on order on completion of phase II.

(6) Be prepared to continue attack to secure corps beachhead in zone and to establish contact with 2d (Allied) Corps.

d. 20th Inf Div (Reinf):

(1) Land beginning D-day, H-hour, by assault craft and assault aircraft through landing area PECOS and secure division beachhead.

(2) Be prepared to receive one reserve BLT(S) and/or one BLT (A) from 26th Armd Div.

(3) Assist landing of 26th Armd Div. Exercise operational control for landing over elements of 26th Armd Div; release operational control on order.

(4) Be prepared to continue attack to secure phase line DOLPHIN.

(5) Be prepared to assist passage of 26th Armd Div vicinity phase line DOLPHIN.

(6) Be prepared to protect corps west flank beginning phase III.

(7) Be prepared to assist landing and passage of 10th (Allied) Corps.

e. 201st Armed Car Regt:

(1) Initially attached to 15th Inf Div until passage of phase line SHARK; thereafter, revert to corps control.

(2) Be prepared to protect corps east flank north of phase line SHARK.

f. 1st Sqdn, 202d Armd Cav Regt (Reinf):

(1) Initially attached to 18th Inf Div.

(2) On order, attached to 55th Mech Div after passage of phase line SHARK.

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(Classification)

(OPLAN 11-3d (U.S.) Corps)

g. Artillery:

* * * * *

h. Corps Shore Party:

- (1) Land on order.
- (2) On order, release control of beach support area and attached units to base commander and prepare for redeployment.
- (3) Annex G, Shore Party.

i. Reserve:

(1) 55th Mech Div:

- (a) Floating reserve D-day; be prepared to release one BLT(S) and/or one BLT(A) to either 18th or 15th Inf Div, priority 18th Inf Div.
- (b) On order, land over beaches in landing area MISSOURI under operational control of 18th Inf Div beginning D-day.

(c) Be prepared to attack through 18th Inf Div vicinity phase line SHARK to secure 3d (U.S.) Corps beachhead line in zone.

(2) 26th Armd Div:

- (a) Floating reserve D-day; be prepared to release one BLT(S) and/or one BLT(A) to 20th Inf Div.

(b) On order, land over beaches in landing area PECOS under operational control 20th Inf Div beginning D-day.

(c) Be prepared to attack through 20th Inf Div vicinity phase line DOLPHIN to secure objective 1 and 3d (U.S.) Corps beachhead line in zone.

j. Coordinating Instructions.

(1) This plan is effective for planning purposes on receipt and for execution on order.

(2) Base passive defense measures against Aggressor nuclear weapons on 50-KT low airburst.

(3) Nuclear, biological, and chemical:

(a) Divisions determine requirements for nuclear fires, including preassault fires, and submit to this headquarters.

(b) Nuclear weapons will not be employed—

1. Until approved by Commanding General, 3d (U.S.) Corps.
2. In excess of 50 KT.
3. In the vicinity of populated areas of greater than 1,000 population, when the effects will exceed a degree of risk equivalent to emergency risk for warned, exposed personnel, in radiation status-2 category.

4. In a manner that will interfere with planned beach support area operations, major routes of advance, or airfield development.

(c) Employ planning factors that will give a high degree of assurance of no nuclear fallout.

(d) Plan for the employment of toxic chemical and biological agents and maintain the weapons and agents in a state of readiness but do not employ without approval this headquarters.

(Classification)

(Classification)

(OPLAN 11-3d (U.S.) Corps)

(4) Followup landings, movements within beachheads, and emergency employment of forces ashore in zone will be under control of commanders of assault divisions involved until Commanding General, 3d (U.S.) Corps, assumes command ashore.

(5) All commands assist in the reorganization of Bognian Government military forces in zone.

(6) Commanders are authorized direct communications for planning.

(7) For planning purposes, D-day is 5 December; H-hour is 0530.

(8) Subordinate commanders submit coordinated plans to this headquarters by 10 September.

* * * * *

Acknowledge.

BURNSIDE
LTG

Annexes: A—Task Organization
B—Intelligence
C—Operation Overlay
D—Fire Support Plan
E—Air Defense Plan
F—Engineer
G—Shore Party
H—Phased Task Organization
I—Tentative Allocation of Shipping
J—Landing Plan
K—Alternate Plans
L—Personnel
M—Logistics
N—Civil Affairs
O—Embarkation
P—Signal
Q—Cover and Deception
R—Electronic Warfare
S—Airspace Coordination
T—Distribution

Distribution: Annex S

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/s/Nelson

NELSON

G3

(Classification)

Example G-3. Plan for Stability Operation, Division

(Classification)

(No change from verbal orders.)

Copy No 2 of ____ copies
 20th Inf Div
 SIHANOUKVILLE (US3676), CAMBODIA
 220800 November 196____
 RC 13

OPLAN 12 (Operation OHIO)

Reference: Map, CAMBODIA, 1:250,000, PHNOM PENH—KAMPOT
 Sheets.

Task organization:

1st Bde	2d Bn (175, SP), 661st Arty (atch eff 080800 Dec)
1-66 Inf	Btry B (Slt), 191st Arty
1-67 Inf	(-) (atch eff 080800 Dec)
1-81 Mech	Div Trp
1-45 Arty (DS)	780th Inf LR Ptl Co (remains atch)
1st Plat, Btry B (Slt), 191st Arty	B/20th Engr (DS)
A/20th Engr (DS)	332d CNP ¹ Plat (Spt)
1st and 2d Plat, 5570th Engr Co (LE)	DISCOM
331st CNP ¹ Plat (Spt)	20th Admin Co
2d Bde	20th Maint
1-68 Inf	452d Trans Co (Acft Maint) (DS) (remains atch)
1-69 Inf	453d Trans Co (Acft Maint) (DS) (remains atch)
1-70 Inf	20th Med
1-21 Cav	20th S&T
1-46 Arty (DS)	601st QM Det (remains atch)
2d Plat, Btry B (Slt), 191st Arty	791st, 792d Inf Plat (Sct Dog) (remains atch)
3d Bde	1-440 Arty (C/V)
1-72 Inf	20th Avn Bn-Gp
1-73 Inf	20th Avn
1-82 Inf	129th Avn Bn (remains atch)
1-47 Arty (DS)	20th Engr
3d Plat, Btry B (Slt), 191st Arty	5570th Engr Co (LE) (-) (remains atch)
C/20th Engr (DS)	2239 MID (remains atch)
333d CNP ¹ Plat (Spt)	20th Sig
Div Arty	271st CA Det (remains atch)
1-48 Arty	20th MP Co
2d Bn (8, SP), 611th Arty (atch eff 080800 Dec)	

¹Cambodian National Police

(Classification)

(Classification)

(OPLAN 12 (Op OHIO)—20th Inf Div)

331st—334th CNP¹ Plat

(remains atch)

1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) Land Forces Region II has responsibility for * * *.

(2) Naval Forces***.

(3) Air Forces ***.

* * * * *

(c) 2d Air Div will support 20th Inf Div with 25 tactical air sorties daily. Other air support will be provided on an as-required basis.

(4) Marine * * *.

(5) FARK * * *.

* * * * *

c. Attachments and Detachments. See task organization.

d. Assumptions.

* * * * *

2. MISSION

Division, on order, will move to TAOR; construct brigade bases; conduct search and clear operations to clear TAOR of guerrilla units; prevent interference with traffic on Highway 4 in TAOR; block enemy infiltration routes; and be prepared to conduct elimination operations anywhere in Military Region II with priority to KOH KONG and KOMPONG SPEU Provinces.

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Annex B, Operation Overlay. Division will deploy to TAOR with 1st Bde, 2d Bde, and 3d Bde from west to east, assuming responsibility for brigade TAOR's and constructing bases. Initially, maneuver battalions may be used to construct base defenses, but priority of use for maneuver battalions will be in offensive operations. Bases will be established for defense by headquarters elements and combat support and combat service support units.

(2) Fires. Artillery will be positioned to provide fires throughout the division TAOR. Priority for artillery and air support will be determined from day to day, based on the existing situation. Annex C, Fire Support Plan.

b. 1st Bde:

(1) Establish brigade base in area APPLE. Annex D, Land Lease Agreement.

(2) Prepare base for defense by headquarters elements and combat support and combat service support units.

¹Cambodian National Police

(Classification)

(Classification)

(OPLAN 12 (Op OHIO)—20th Inf Div)

- (3) Prevent interference with traffic on Highway 4 in TAOR.
- (4) Conduct search and clear operations in TAOR.
- (5) Be prepared for employment in brigade or division offensive operations anywhere in Military Region II with priority to KOH KONG and KOMPONG SPEU Provinces.

c. 2d Bde:

- (1) Establish brigade base in area PEAR. Annex D, Land Lease Agreement.
- (2) Maintain one infantry battalion as a 1-hour fast-reaction force. Do not commit this unit without approval of this headquarters.
- (3) Prepare base for defense by headquarters elements and combat support and combat service support units.
- (4) Coordinate base defenses with division artillery and DISCOM.
- (5) Prevent interference with traffic on Highway 4 in TAOR.
- (6) Conduct search and clear operations in TAOR.
- (7) Be prepared for employment in brigade or division offensive operations anywhere in Military Region II with priority to KOH KONG and KOMPONG SPEU Provinces.

d. 3d Bde:

- (1) Establish brigade base in area PEACH. Annex D, Land Lease Agreement.
- (2) Prepare base for defense by headquarters elements and combat support and combat service support units.
- (3) Prevent interference with traffic on Highway 4 in TAOR.
- (4) Conduct search and clear operations in TAOR.
- (5) Be prepared for employment in brigade or division offensive operations anywhere in Military Region II with priority to KOH KONG and KOMPONG SPEU Provinces.

e. Arty:

(1) FA:

- (a) 1-45 Arty: DS 1st Bde.
- (b) 1-46 Arty: DS 2d Bde.
- (c) 1-47 Arty: DS 3d Bde.
- (d) 1-48 Arty: GSR 1-46 Arty.
 - 1. Btry A detached and attached to 2-661 Arty.
 - 2. A/2-661 Arty attached.
- (e) 2-661 Arty: GSR 1-47 Arty.
 - 1. Btry A detached and attached to 2-661 Arty.
 - 2. A/2-611 Arty attached.
- (f) B/191st Arty (-): GS.

(2) ADA:

* * * * *

(3) Annex C, Fire Support Plan.

- f. 20th Avn Bn-Gp: GS. Annex E, Army Aviation.
- g. 20th Engr (-): GS.

(Classification)

(Classification)

(OPLAN 12 (Op OHIO)—20th Inf Div)

- (1) Priority of work. Airfield construction and base defenses.
- (2) Annex F, Engineer.

h. Res: One infantry battalion from 2d Bde: be prepared to conduct an airmobile assault on 1-hour notice anywhere in TAOR.

i. Coordinating Instructions.

(1) All units located in brigade bases coordinate defenses with brigade.

(2) Brigades must have prior approval from this headquarters to conduct operations outside their TAOR. (Except in cases of hot pursuit.)

(3) All brigade operations will be coordinated with Cambodian district officials concerned through the U.S. Dist Advisory Det.

(4) Brigades will establish liaison with the Cambodian ACC's in provinces in which they are based or operating. Additionally, they will establish liaison with each Cambodian district in which they operate. This liaison will be to the U.S. Advisory Det in provinces or districts. The advisory detachment will effect direct contact with the Cambodian officials.

4. ADMINISTRATION AND LOGISTICS

Annex G, Administration.

Annex H, Civil Affairs.

5. COMMAND AND SIGNAL

a. Current Index, SOI. Annex I, Signal.

b. Command. Division command post opens in vicinity of SUNG (VT0538); time to be announced.

Acknowledge.

FOOT
MG

Annexes: A—Intelligence (omitted)
B—Operation Overlay
C—Fire Support Plan (omitted)
D—Land Lease Agreement (omitted)
E—Army Aviation (omitted)
F—Engineer (omitted)
G—Administration (omitted)
H—Civil Affairs (omitted)
I—Signal (omitted)

Distribution: A

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/s/Walk

WALK

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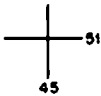
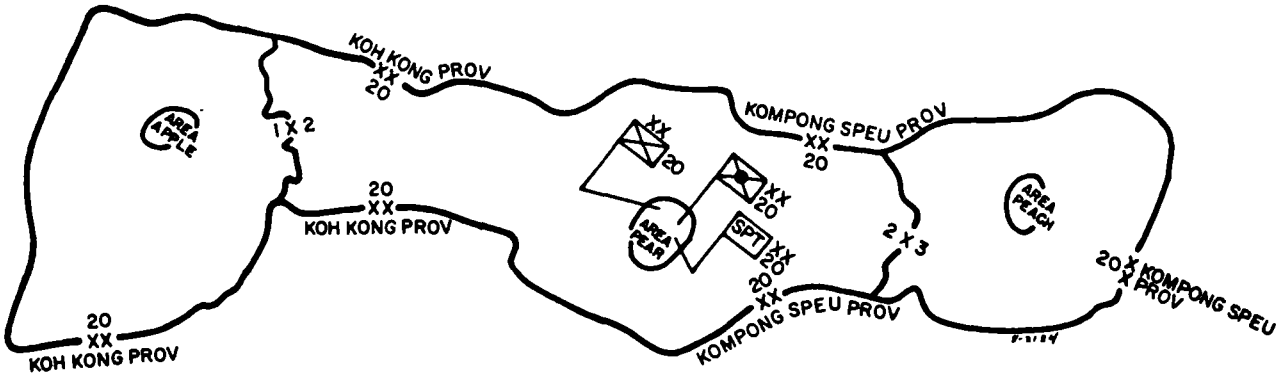
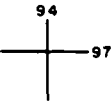
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Annex B (Op Overlay) to OPLAN 12-20th Inf Div

(Classification)

Annex B (Op Overlay) to OPLAN 12-20th Inf Div

Reference: Map, CAMBODIA, 1:250,000, PHNOM PENH--KAMPOT Sheet.



(Classification)

Example G-4. Administrative Plan, Field Army

(Classification)

Copy No 5 of ____ copies
 10th Army
 HOMBURG (LV7963), GERMANY
 110800 May 19____
 HL 260

Administrative Plan 6

Reference: Map, FRANCE and GERMANY, LTM 1:250,000 AMS Series
 M562, M501, M508.

Time zone: ZULU

1. SITUATION

a. Enemy Forces.

(1) Situation. Annex A (Intelligence) to OPLAN 6 and current PERINTREP.

(2) Capabilities.

(a) Enemy can use a wide variety of delivery means for nuclear weapon attacks against 10th Army combat service support installations.

(b) Enemy can expand guerrilla activities against 10th Army combat service support installations. See Annex A (Intelligence) to OPLAN 6.

b. Friendly Forces.

(1) OPLAN 6.

(2) The 15th Inf Div en route from CONUS is expected to arrive in theater about 1 June. This division should be available to 10th Army for operations about 10 June.

c. Assumptions.

(1) Tactical situation. 10th Army will assume the offensive within its present zone. Present positions and order of battle will remain substantially unchanged prior to D-day (OPLAN 6).

(2) Personnel situation. Annex A, Admin Overlay. Strengths to be supported:

(a) 1st (US) Corps	123,200
(b) 2nd (US) Corps	89,400
(c) Other 10th Army troops	<u>147,480</u>
(d) Total	360,080

NOTE: 15th Inf Div (17,400) not included in above figures.

(3) Logistic situation. Annex A, Admin Overlay.

(4) Civil Affairs situation. Annex A, Admin Overlay.

(a) Emergency civilian supply requirements will not exceed 65 tons per day.

(b) Shelter for 55,000 displaced persons will be required prior TO D+4.

2. MISSION

Provide combat service support for 10th Army offensive 10-22 June.

(Classification)

(Classification)

(Admin Plan 6—10th Army)

3. EXECUTION

* * * * *

(This paragraph contains the information that is subsequently published as the administrative order. This paragraph follows the six-paragraph format of the administrative order. See example H-10, "Administrative Order, Field Army," in app H.)

* * * * *

4. MISCELLANEOUS

This plan is effective for planning on receipt and for implementation on order.

Acknowledge.

ARCHER
GEN

Annexes: A—Admin Overlay (omitted)
B—Transportation Overlay (omitted)
C—Engineer (omitted)
D—Special Ammunition Load (omitted)
E—Nuclear Allocation for Storage (omitted)
F—CA (omitted)

Distribution: * * *

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/s/Andre
ANDRE
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Example G-5. Air Defense Plan Annex to Operation Plan, Field Army

(Issued by separate distribution.)

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Copy No 10 of ____ copies

3d (US) Army

(Note 1) DACHAU (XY5837), GERMANY

031200 February 19____

LD9-K

Annex D (Air Defense Plan) to Operation Plan 3

Reference: Map, Central EUROPE, 1:250,000, Second Edition, AMS, Sheets M51, N51, O51, L50, M50, N50, O50, L49, M49, N49, O49, L48, M48, and N48.

Time zone: A

Task organization: Annex A (Task Organization) to Operation Plan 3

1. SITUATION

a. Enemy Forces.

(1) Annex B (Intelligence) to Operation Plan 3.

(2) Enemy air capable of 55 fighter and 30 bomber sorties daily (by massing aircraft, Aggressor can make a maximum of 340 sorties daily).

b. Friendly Forces.

(1) Air forces. Allied Air forces will—

(a) Continue support of 3d (US) Army with 1st TAF.

(b) Destroy Aggressor aircraft and air installations, interdict Aggressor lines of communications, and deliver nuclear weapons.

(2) Navy forces. Allied Navy forces continue support of 2d (US) Army Gp, with three air groups at R30Y20.

(3) Army forces. Allied Army forces destroy Aggressor forces in the CHEMNITZ(***)—PRAGUE(***)—BRUNN(***)—OLMUTZ(***) area in accordance with the following plan:

(a) 2d (US) Army Gp attacks in direction CHEMNITZ—PRAGUE; secures and defends PRAGUE area to prevent Aggressor movement from the east and to facilitate future friendly offensive operations to northeast; and prevents destruction of vital communication, rail, and airport facilities.

(b) 3d (US) Army Gp attacks in direction BRECIIV(***)—OLMUTZ—TROPPAU(***) ; secures, occupies, and defends TROPPAU area; prevents Aggressor movement; and prepares to support advance of 3d (US) Army.

(4) Annex C (Operation Overlay) to Operation Plan 3.

c. Attachments and Detachments. Annex A (Task Organization) to Operation Plan 3.

d. Assumptions.

(1) Aggressor Air forces are capable of attacking 3d (US) Army units and installations from any direction and at any time.

(Classification)

(Classification)

(Anx D (AD Plan) to OPLAN 3—3d (US) Army)

(2) There will be no major change in enemy air or friendly AD strengths.

2. MISSION

ADA elements available to 3d (US) Army destroy hostile airborne aircraft and missiles or nullify or reduce their effectiveness over the 3d (US) Army zone. ADA elements will attack surface targets on order.

3. EXECUTION

a. Concept of Operation.

(1) Responsibility for AD.

(a) CG, 44th (US) Arty Bde (AD), is responsible to CG, 3d (US) Army, for coordination of overall AD of 3d (US) Army subject to the AD rules and procedures of the regional AD commander (CG, 1st TAF); establishes active AD against low- and medium-altitude air attack for field army service area; and establishes active AD against medium- and high-altitude air attack for entire field army area.

(b) CG 18th (US) Abn Corps, is responsible for active AD against low- and medium-altitude air attack in zone.

(c) CG, 24th (US) Corps, is responsible for active AD against low- and medium-altitude air attack in zone.

(2) Priority of air defense. Priority is to departure airfields, nuclear weapons, guided-missile launching areas, defiles (with special emphasis on the BOHMER—WALD Mountain passes following capture), major supply installations, and army command post areas.

(3) Coordination measures. A coordinated SAM defense in depth will be established for the army area. AD zones of responsibility will be established to insure maximum utilization and effectiveness of radar surveillance, EW, ECM, and SAM and to minimize restrictive control measures. ADA liaison at CRC will provide EW and ident for army ADA elements and coordinate changes to rules and procedures.

b. 44th Arty Bde (AD):

403d Arty Gp (AD)

- 1st Msl Bn (Herc), 491st Arty
- 2d Msl Bn (Herc), 492d Arty
- 3d Msl Bn (Herc), 493d Arty
- 4th Msl Bn (Herc), 494th Arty
- 5th Msl Bn (Herc), 495th Arty
- 6th Msl Bn (Herc), 496th Arty

404th Arty Gp (AD)

- 1st Msl Bn (Hawk) (Towed), 431st Arty
- 2d Msl Bn (Hawk) (Towed), 432d Arty
- 3d Msl Bn (Hawk) (Towed), 433d Arty
- 4th Msl Bn (Hawk) (Towed), 434th Arty
- 5th Bn (C/V), 451st Arty
- 6th Bn (C/V), 452d Arty
- 7th Bn (C/V), 453d Arty

(Classification)

(Classification)

(Anx D (AD Plan) to OPLAN 3—3d (US) Army)

Provide army AD of army area; establish early warning net for army area in coordination with regional AD commander; coordinate defense acquisition radar coverage of army area with regional AD radar coverage; coordinate EW, ident, and ECM with regional AD commander; establish liaison and communications with AD region (CRC); coordinate movement and positioning of AD units for continuous coverage of maneuver forces and priorities subject to rules and procedures of regional AD commander; and provide personnel to ACE of FATOC.

c. 405th Arty Gp (AD):

- 3d Msl Bn (Hawk) (SP), 434th Arty
- 4th Msl Bn (Hawk) (SP), 435th Arty
- 5th Msl Bn (Hawk) (SP), 436th Arty
- 8th Bn (C/V), 454th Arty

Attached 18th (US) Abn Corps. Group will establish liaison and communications with nearest CRP for EW, ident, and ECM coordination. ACE personnel will be provided to CTOC. Control and operational employment delegated to corps CG.

d. 406th Arty Gp (AD):

- 6th Msl Bn (Hawk) (SP), 437th Arty
- 7th Msl Bn (Hawk) (SP), 438th Arty
- 8th Msl Bn (Hawk) (SP), 439th Arty
- 9th Bn (C/V), 454th Arty

Attached 24th (US) Corps. Group will establish liaison and communications with nearest CRP for EW, ident, and ECM coordination. ACE personnel will be provided to CTOC; control and operational employment delegated to corps CG.

e. Coordinating Instructions.

- (1) Appendix 1, AD Operation Overlay.
- (2) 1st (US) TAF AD Tactical SOP (not issued).
- (3) Requests for restricted areas to this headquarters, attention: AD Section. Requests to include radius of area, altitude restrictions, and effective dates and times.
- (4) Herc units be prepared to deliver surface fires within capabilities. Annex C (Fire Support Plan) to Operation Plan 3.
- (5) IFF code changed as specified in joint operations instructions.
- (6) MNBA: XL-7,000 feet above terrain; XS-5,000 feet above terrain.
- (7) AD nuclear burst warning will be transmitted at burst minus 30 seconds.
- (8) This plan is effective for planning on receipt, for execution on order.

4. ADMINISTRATION AND LOGISTICS

ADMINO 4.

(Classification)

(Classification)

(Anx D (AD Plan) to OPLAN 3—3d (US) Army)

5. COMMAND SIGNAL

a. Signal.

- (1) Appendix 2, Signal.
- (2) Current SSI, SOI.

b. Command.

- (1) HQ, 44th (US) Arty Bde (AD) (XY5539).
- (2) 3d Army AD Section: DACHAU, GERMANY.
- (3) Others report loc.

Acknowledge. (Note 1)

CARROLL

GEN

(Note 1)

Appendixes: 1—AD Operation Overlay (omitted)

2—Signal (omitted)

Distribution: B

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/s/Ballard

BALLARD (Note 1)

G3

NOTE 1: The heading, acknowledgment, command line, and authentication are required when an annex is issued by separate distribution.

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Example G-6. Rear Area Security Plan Annex to Operation Plan, Field Army (Issued by separate distribution)

(Classification)

Copy No 10 of ____ copies

30th Army

(Note 1)

YAHYA AL HASAN (33°47' N, 45°04' E), IRAQ

172000 October 19____

CX 819

Annex M (Rear Area Security Plan) to Operation Plan 10

References: Maps, Southwestern ASIA, 1:250,000, Sheets NJ 30-13, 38-14, 38-15;

USAF Aeronautical Approach Chart, 1:250,000, Index AC 3, Sheets 427, BI, BIII, CI, and CII.

Time zone: ZULU

1. SITUATION

- a. Enemy Forces. Annex B (Intelligence) to OPLAN 10.
- b. Friendly Forces. OPLAN 10.
- c. Attachments and Detachments. No change from 10 October troop list.
- d. Assumptions. Enemy can—
 - (1) Penetrate army service area with armor elements up to three battalions in strength.
 - (2) Assault with airborne elements of less than regimental strength supported by air and light artillery.
 - (3) Mount a guerrilla attack of battalion strength unsupported by artillery.
 - (4) Infiltrate units up to battalion size unsupported by artillery.
 - (5) Execute sabotage anywhere in the area.
 - (6) Combine the above capabilities.

2. MISSION

30th Army secures and defends units, installations, activities, and lines of communications in army service area and prepares to execute offensive and rescue missions in adjoining areas.

3. EXECUTION

a. Concept of Operation. Operations are conducted with locally available forces for a period of up to 24 hours without the assistance of army reserve forces. CG, 30th FASCOM, is responsible for planning and execution. Appendix 1, Operation Overlay.

b. 30th FASCOM:

(1) Organize and supervise security of the army service area and execute security measures.

(2) Send requests for army reserve forces to G3, 30th Army.

c. 30th Armd Div:

(1) Prepare for commitment in the army service area; priority to areas 1 and 2 in that order.

(Classification)

(Classification)

(Anx M (RAS Plan) to OPLAN 10—30th Army)

(2) Prepare antiairborne plan for areas 1, 2, and 3. Coordinate plan with CG, 30th FASCOM, and submit coordinated plan to 30th Army HQ.

d. 312th Inf Bde: prepare for commitment anywhere in army service area north of line O-X.

e. 202d Armd Cav Regt:

(1) Prepare for commitment in army service area south of line O-X.

(2) Provide not to exceed one squadron on army order to CG, 30th FASCOM, for convoy escort to division transfer points.

f. 105th Avn Gp: prepare to furnish one assault support helicopter company to move elements of reserve forces on 2 hours' notice.

g. Coordinating Instructions.

(1) This plan is effective for planning on receipt and for implementation on order.

(2) Units in army service area directly under HQ, 30th Army, control establish necessary coordination and liaison with CG, 30th FASCOM.

(3) CG, 30th FASCOM, submit operation plans concerning 30th Army units other than support command units to HQ, 30th Army, for approval.

(4) Nondivisional units will be released to CG, 30th FASCOM, for employment. Divisional units will be employed by CG, 30th Army, to include antiairborne operations.

4. ADMINISTRATION AND LOGISTICS

ADMINO 8.

5. COMMAND AND SIGNAL

a. Signal.

(1) Annex E (Signal) to OPLAN 10.

(2) Warning nets. Appendix 2, Warning Nets.

(3) Alerts. Appendix 2, Warning Nets.

b. Command. Report CP changes.

Acknowledge. (Note 1)

PERRY

GEN

(Note 1)

Appendixes: 1—Operation Overlay (omitted)

2—Warning Nets

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/s/Scott

SCOTT

(Note 1)

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3

APPENDIX H

ORDERS AND ANNEXES TO ORDERS

(STANAG 2014, STANAG 2032, and STANAG 2098)

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Section I. GENERAL**H-1. General**

Chapter 8 contains general information pertaining to orders. This appendix contains information pertaining to the format and content of orders and annexes to orders. Typical examples are included.

H-2. Operation Order

The general description and contents of each element of the format for the operation order are summarized in figure H-1. Example operation orders are shown in section II of this appendix.

H-3. Administrative Order

The general description and contents of each element of the administrative order are summarized in figure H-2. An example administrative order is shown in section III of this appendix.

H-4. Other Orders

An example fragmentary order, warning order, directive, and letter of instructions are shown in section III of this appendix.

H-5. Annexes

a. Annexes to orders generally follow the five-paragraph operation order format (fig. H-1) except that an administrative annex to an operation order follows the format of the administrative order (fig. H-2) and the intelligence annex follows a standardization agreement format (STANAG 2098 and example H-15).

b. Only those main paragraph headings required by the content of the annex are used.

c. Example annexes are shown in section IV of this appendix.

H-6. Standing Operating Procedure

A format for a standing operating procedure (SOP) is not prescribed. Figures H-3 and H-4 show a format and explanation for an SOP, tactical command, and an SOP, combat service support command, which may be used as a guide in the preparation of an SOP.

The phrase "No change from verbal orders" or "No change from verbal orders except paragraph ____" will appear here if verbal orders have been issued concerning this operation. In the absence of verbal orders, the space is left blank.

(Classification)

Copy No. ____ of ____ copies
 Issuing unit
 Place of issue (may be in code)
 Date-time group of signature (time
 order is effective unless otherwise
 designated in para 3)
 Message reference number

Operation Order _____

(Type and serial number) (Note 1)

References: List any map or other document required to understand the order. Reference to a map will include the country or geographic area and/or map series number, edition (if required), scale, and map sheet name or number.

Time zone: (The zone applicable to the operation; if not required for clarity, omit.)

Task organization:

When the organization for combat of the command is long or complicated, list here the composition of the task subdivisions or the tactical components comprising the command. Show the name and ranks of the task subdivision or the tactical component commanders if appropriate. Show complete designation of nonorganic units. Abbreviated designation may be used for organic units.

This listing constitutes attachment unless qualified by such parenthetical terms as "Spt," "GS," "Reinf," "DS," or "Op con," indicating a support role for the unit commander.

Time or times that the attachment, detachment, or support status is effective may also be listed here rather than in paragraph 1c, when practicable.

Sequence of the units moving on axes of advance in offensive operations may be reflected in these listings; however, if this technique is used, appropriate notes should so explain.

(Classification)

Figure H-1. Operation order format (based on STANAG 2014).

(Classification)

(Short title identification)

Task organization must be included in paragraph 3 or in an annex if not shown here.

1. SITUATION

Information of the overall situation essential to understand the current situation. This paragraph is divided into three subparagraphs. This paragraph will always contain subparagraphs a, b, and c as shown below.

a. Enemy Forces. Factual information concerning the enemy. Often a reference to a published intelligence document, overlay, or annex will be sufficient. (Note 2.)

b. Friendly Forces. Information concerning higher, adjacent, supporting, or reinforcing units. Information should be limited to that which the subordinate commanders need to know to accomplish their assigned missions.

c. Attachments and Detachments. List the units attached to or detached from the headquarters issuing the order together with the effective time. If these units are indicated in the task organization, an appropriate reference is entered. In the case of a unit that has been attached for some period of time, the term "Remains attached" may be used.

2. MISSION

A clear, concise statement of the task to be accomplished by the command. The mission statement normally contains the who, what, when, and, as appropriate, the why and where as taken from the higher headquarters order or as deduced by the commander. The how (unit or units making the main attack and other amplifications) more properly belongs in paragraph 3a, "Concept of Operation." The mission is stated in full, even if shown on the operation overlay. There are no subparagraphs in paragraph 2.

3. EXECUTION

a. In the first subparagraph, give the concept of operation. This is a statement of the commander's tactical plan, to include the scheme of maneuver and plan of fire support. It is informative rather than directive. It may

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

also provide, where necessary, the commander's visualization of the conduct of the operation and a clarification of its purpose. Although brief, it is stated in sufficient detail to insure appropriate action by subordinates in the absence of additional specific instructions. The scheme of maneuver (and any nuclear fires to complement it) covers employment of major maneuver units and is derived primarily from the commander's decision. The plan of fire support stems from the commander's decision and from staff planning. It includes whether a preparation is to be fired and, if so, its duration and the priority of fires; it may also include allocation of nuclear weapons.

(1) The concept of operation may be divided into two subparagraphs: (1) describing the scheme of maneuver and titled "Maneuver" and (2) covering the plan of fire support and titled "Fires."

(2) When an operation involves two or more distinct phases, the concept of operation, or the maneuver portion thereof, may be prepared in subparagraphs describing each phase. Usually, each phase is given a designation (e.g., phase I, phase II).

b. In subsequent separate lettered subparagraphs, give the specific tasks to be accomplished by each element of the command charged with the execution of tactical missions. Missions or tasks of subordinate commands that are adequately contained on the operation overlay need not be repeated in these subparagraphs. When instructions are multiple, they are itemized. If there is a priority or a sequence for accomplishment, it is stated. If nuclear weapons are allocated to a subordinate unit, the allocation is shown in the subparagraph for the unit concerned unless a separate nuclear allocation annex is used. Units not solely in reserve ((4) below) are listed in the following order:

(1) Combined arms commands. List first, if applicable, the largest command headquarters subordinate to the unit issuing the order. This normally would occur when two or more major subordinate maneuver units are combined under a single commander, i.e., a task force. Combined arms commands are listed in alphabetical or numerical order, as appropriate.

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

(2) Combat elements not categorized in (1) above are then listed numerically (Note 3) in order of—

(a) Infantry.

(b) Infantry (mechanized).

(c) Airmobile infantry.

(d) Airborne infantry.

(e) Armor elements. List tank units first, followed respectively by cavalry (armored cavalry squadron at division level; armored cavalry regiment at corps and field army).

(f) Other combat elements. An engineer unit with a straight combat mission is an example. At battalion the reconnaissance/scout platoon, heavy mortar platoon, antitank platoon, air defense section, ground surveillance section, and armored vehicle launched bridge (AVLB), in that order, are examples.

(g) Artillery. The artillery subparagraph is divided into three subparagraphs: the first covers field artillery; the second covers air defense artillery; and the third is a reference to the fire support annex. In listing artillery, the organic and attached units are listed in numerical sequence (regimental numbers), beginning with the lowest numbered unit. As a minimum, the artillery subparagraph includes the artillery organization for combat, and a reference to the fire support annex.

(3) Other elements providing combat support (e.g., armored carrier units or engineer units performing combat support-engineer tasks, as applicable). These elements are listed in alphabetical sequence by branch. Normal service missions are not included. It is not necessary to list all the units in the command, nor is it required to give instructions for the total employment of a particular unit. For example, instructions to an engineer unit concern only the combat support portion of the unit's mission.

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

(4) Reserve elements. Composition of, and instructions to, the reserve appear in the next to the last subparagraph of paragraph 3, entitled "Reserve."

(a) Nuclear weapons held in reserve (at division or lower or when the number of weapons is small) are shown in this subparagraph.

(b) In the case of a unit totally in reserve at the time the order becomes effective, this is the only subparagraph in which such a unit will appear. (This is true even when subordinate elements of the reserve unit are attached or support other units that have an assigned mission in above paragraphs.) Units not in reserve at the time of the order, but designated as reserve at some future time, are listed initially in their appropriate subparagraph above and also in this subparagraph with a qualifying phrase on when or under what conditions the unit will be in reserve. The listing of two or more units in this subparagraph does not in itself indicate an attachment.

(5) The last subparagraph of paragraph 3 is entitled "Coordinating Instructions" and contains details of coordination and control applicable to two or more elements of the command. Troop safety measures appropriate to the nuclear battlefield may be shown here. Restrictions on use of nuclear weapons may be included. Priorities and necessary coordination procedures for use of the airspace above the battlefield are shown here.

4. ADMINISTRATION AND LOGISTICS

A statement of pertinent combat service support instructions and the way such support is to be provided for the operation, to include the available supply rate (ASR), the special ammunition load (SAL), and the allocation of critical supply items. If an administrative order is in effect, or is being issued separately, or if an administrative annex is being issued, make reference thereto. Paragraph 4 contains such subparagraphs as are required, follows the sequence of, and includes headings corresponding to, the administrative order.

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

5. COMMAND AND SIGNAL

Instructions relative to command and the operation of signal communications. This paragraph may have as many subparagraphs as are required. Three of the more common subheadings are "Signal," "Command," and "Axis of command post displacement." Signal instructions may refer to an annex, but, as a minimum, should list the index and issue number of the signal operations instructions (SOI) that is in effect and instructions for control, coordination, and establishment of priorities in the use of electromagnetic emissions, if not already issued. Command instructions include command post (CP) location of subordinate and higher units. Designation of alternate CP and succession of command will be entered in this subparagraph if not adequately covered in SOP or annex. The axis of command post displacement consists of one or more future locations.

Acknowledgment instructions.

These are part of the ending and must be included here. Normally, the single word "Acknowledge" is sufficient. This indicates that the receiver will, by use of the message reference number in the heading, acknowledge that he has received and understands the order.

(Commander) (Note 4)

Annexes (by letter and title)

Distribution

Authentication (Note 4)

(By preparing general or unit staff officer)

NOTES 1. The type of operation order (e.g., Army, Navy, Air Force, or joint), is usually indicated in combined or joint operations. Within a single Service, the type of

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

operation order is normally omitted. When required, a code title may also be included. Operation orders of a command are numbered successively in each calendar year.

2. Reference to an annex may be made at any time it is desired to call the reader's attention to the annex. One such reference is all that is required.

3. When listing units that have both a parent unit numerical designation and an alphabetical identity, list by parent numerical sequence and alphabetically within parent unit if more than one unit from same parent unit.

4. The name and grade of the commander appear on all copies of the order. The original copy (No 1) must be signed by the commander or a specially authorized representative. This is the historical copy that remains in the files of the headquarters. If the commander or the chief of staff (executive officer) signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing general or unit staff officer is required on all subsequent copies.

5. In accordance with STANAG 2014, such terms as "No change," "See overlay," "Annex____," "INTSUM No____," and "None" are permissible and, in fact, should be used as necessary and appropriate to maintain brevity of the order. Paragraphs 1a, 1b, 1c, 2, 3, 4, 5, and the final subparagraph (Coordinating Instructions) in para 3, with their corresponding headings, will always appear in the operation order.

(Classification)

Figure H-1—Continued.

(Each of the six paragraph headings must be shown in a written order; however, an entry under each of the headings is not required. Terms such as "No change," "See overlay," "Annex____," "None," and "Nil" are permissible. If any subparagraph is not applicable to a particular situation, it is omitted and the sequence of remaining subparagraphs is modified accordingly. Standing operating procedure (SOP) items are not stated in the order unless necessary to emphasize the item.) The phrase "No change from verbal orders" or "No change from verbal orders except paragraph ____" will appear here if verbal orders have been issued concerning this operation. In the absence of verbal orders, the space is left blank.

(Classification)

Copy No____of____copies

Issuing unit

Place of issue

Date-time group of signature (Note 1)

Message reference number

Administrative Order_____

(Type and serial number) (Note 2)

References: (Maps, charts, and other relevant documents necessary for understanding of this order.)

Time zone: (The zone applicable to the operation; if not required for clarity, omit.)

1. GENERAL

Outlines the general plan for combat service support and its purpose, any orders that are not suitably covered by succeeding paragraphs (e.g., location of the division support area in a division order, location of coordinating agencies, general instructions for movement of installations), and the traffic circulation plan.

2. MATERIEL AND SERVICES

Includes information pertaining to supplies (normal daily requirements), transportation, maintenance, construction, other services, and allocation of labor for combat service support purposes.

(Classification)

Figure H-2. Administrative order format (based on STANAG 2032).

(Classification)

(Short title identification)

a. Supply. This paragraph may contain a subparagraph for each class of supply, maps, water, special supplies, excess materiel, salvage materiel, and captured materiel. When applicable, each subparagraph contains the location of the installations concerned with the handling of supplies and materiel for supported units, time of opening or closing, operating units, supported units, levels of supply, methods and schedules of distribution, instructions for submission of routine reports concerning the particular supplies listed, and any other pertinent instructions or information needed by supported units.

(1) Class I.

(2) Classes II and IV. Instructions and/or information for classes II and IV may be included under one subparagraph when entries are limited and clarity is not sacrificed.

(3) Class III. Locations of distribution points operated by higher echelons than the issuing unit are included when any or all class III distribution is by supply point distribution.

(4) Class V. Include the designation and location of the approving agency for ammunition requisitions; the location of ammunition supply points; and the level of supply, the available supply rate (ASR), and the special ammunition load (SAL), as appropriate.

(5) Maps. Include location of map depot and units to be supported only. Map distribution and instructions for requisitioning are found in the intelligence annex. This subparagraph is seldom used at division and corps.

(6) Water. Include instructions on use of locally available water.

(7) Special. Include information and/or instructions pertaining to supplies not suited to any of the previous subparagraphs.

(8) Excess. All classes.

(9) Salvage. All classes.

(Classification)

Figure H-2—Continued.

(Classification)

(Short title identification)

(10) Captured materiel. Instructions for removal, collection, and disposition of, and reports concerning, all classes of captured materiel.

b. Transportation. Include location of terminals and installations (rail stations, airfields, ports, and beaches) and operating units; schedules (march tables, timetables, and entraining tables); traffic control and regulation measures, such as regulations, restrictions, allocations priorities, and regulating and control points; and designation of the main supply route (MSR). Items listed in this subparagraph are not necessarily limited to Transportation Corps operations and may include ocean, inland waterway, coastal, highway, air rail, pipeline, and miscellaneous activities.

c. Services. Include information and/or instructions for supported units that prescribe the type of service available, designation and location of unit or installation providing the service, assignments to support units, and schedules for service, if applicable. Special service missions for service units not covered in other orders (e.g., priority of effort of engineers) may be included in this subparagraph. List under each subparagraph pertinent service installations, stating location, operating units, and assignments to supported units. In addition, special missions that are not covered in other orders may be assigned to service units in these subparagraphs.

(1) Maintenance.

(2) Construction.

(3) Field service. Laundry, bath, clothing renovation and exchange, bakery, decontamination, graves registration, post exchange sales.

(4) Health service. Medical, dental, and veterinary service, including laboratory service, spectacle service, blood transfusion service, preventive medicine, and health and sanitation.

(5) Installation service. Real estate, repair and utilities, fire protection, sewage and trash disposal, water supply.

(6) Other. Aviation, explosive ordnance disposal (EOD), photography, and procurement.

(Classification)

Figure H-1—Continued.

(Classification)

(Short title identification)

d. Labor. Include policies pertaining to the use of civilians and prisoners of war, restrictions on the use of civilians and prisoners of war, allocation and priorities of available labor, and designation and location of labor units available.

3. MEDICAL EVACUATION AND HOSPITALIZATION

This paragraph contains information and instructions for supported units that prescribe the plan for evacuation and hospitalization of sick, wounded, or injured military personnel.

a. Evacuation. List dispensaries, aid stations, and clearing stations, stating opposite each its location, time of opening or closing, operating units, and units supported. This subparagraph should state routes, means, and schedules of evacuation and responsibilities thereof. Evacuation and treatment policies should be included when applicable. Specific policy for evacuation by air and evacuation of radiologically contaminated or chemical or biological patients is included.

b. Hospitalization. List hospitals (evacuation, station, general, field, and convalescent), giving for each the location, time of opening or closing, and units supported, if appropriate. If a definitive policy for hospitalization of casualties due to chemical, biological, or nuclear radiation contamination has been established, this policy should be included in this subparagraph.

4. PERSONNEL

This paragraph contains all necessary information and instructions pertaining to personnel matters, including foreign civilian labor used in direct military support functions. Under each of the following subparagraphs are listed, when applicable, the installation; location; and time of opening or closing; operating units; the units or area served; rest, leave, and rotation criteria and quotas allocated to units; unit responsibility for movement or administration of personnel; reports required; requisitions or plans concerning personnel activities, and necessary references to previous orders, instructions, or SOP.

a. Maintenance of Unit Strength.

(1) Strength reports. Include instructions for submission of data required to keep the commander informed of

(Classification)

Figure H-2—Continued.

(Classification)

(Short title identification)

status of strength. These instructions will include requirements for routine reports and special reports following a mass destruction attack or a natural disaster.

(2) Replacements. Include a statement establishing the validity of existing personnel requisitions, instructions for submission of requisitions, instructions for processing and moving replacements, the location of replacement units and the units each will support, and type and location of unit replacements under control of the issuing headquarters.

b. Personnel Management.

(1) Personnel procedures. Include any information and/or instructions concerning classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, training, rotation, and personnel economies.

(2) Civilian personnel. List sources of civilian labor; locations of civilian personnel offices or other labor administration centers and labor pools; procurement policies and procedures; restrictions on use of civilian labor; administrative and control procedures; pay schedules, allowances, and combat service support to be provided; relation to civil affairs; and responsibilities of subordinate commanders for administration. Refer to appropriate SOP or provide specific pay scales and other conditions of employment in an annex.

(3) Prisoners of war. Instructions concerning the collection, safeguarding, processing, evacuation, use, treatment, and discipline of prisoners of war and all personnel arrested or captured but not immediately identifiable as prisoners of war. Location of prisoner-of-war facilities.

c. Development and Maintenance of Morale.

(1) Morale and personnel services. Include information and/or instructions concerning leaves, rest and recreational facilities, decorations and awards, postal and finance services, religious activities, personal hygiene, special services activities, post exchanges, welfare activities, and legal assistance.

(Classification)

Figure H-2—Continued.

(Classification)

(Short title identification)

(2) Graves registration. Include location of cemeteries, evacuation procedures, handling of personal effects, and ceremonies to be performed. Instructions outlining procedures to be followed in case of isolated burials, mass burials, and/or contaminated remains must be included in this subparagraph or in the unit SOP.

d. Maintenance of Discipline, Law and Order. Include information and instructions concerning troop conduct and appearance; the control and disposition of stragglers, including the location of straggler collecting points and special instructions for straggler control augmentation in the event of mass destruction attacks; instructions for the administration of military justice; and any information or instructions concerning relations between military and civilian personnel, such as fraternization, black market, selling government property, and respect for local laws.

e. Headquarters Management. Include instructions concerning movement, internal arrangement, organization, and operation of the headquarters; and allocation of shelter in headquarters area for troops and for the headquarters.

f. Miscellaneous. Include any personnel administrative matters not specifically assigned to another general staff section or included in the preceding subparagraphs.

5. CIVIL AFFAIRS

This paragraph covers such activities as the allocation of civil affairs units, control of refugees, and the feeding and treatment of the civilian population. It follows the same format as the civil affairs annex (example H-25).

6. MISCELLANEOUS

Special instructions not covered above.

a. Boundaries. Location of rear boundary and any other boundary needed for combat service support purposes.

b. Headquarters. Location of rear echelon.

c. Protection. Measures established for the protection of combat service support units and/or installations. Usually, this will consist of an announcement of the tactical unit providing the protection, combat service support units or installations receiving the protection, and any

(Classification)

Figure H-2—Continued.

(Classification)

(Short title identification)

conditioning factors to the protection. This announcement is information for combat service support units, not an order to the tactical units involved. Pertinent instructions from the rear area protection plan or reference to an annex or both will be included in this subparagraph.

d. Special Reports. Include those reports required but not included in previous paragraphs or those requiring special emphasis.

e. Other Combat Service Support Matters. Information and/or instructions not included in any previous paragraph.

Acknowledgment instructions.

Commander (Note 3)

Annexes

Distribution

Authentication (Note 4)

NOTES 1. This is the time when the commander actually signs the order and is the effective time of the order unless stated otherwise in paragraph 6 above.

2. Type of administrative order is usually indicated in combined or joint operations. Within a single Service, the type of administrative order is normally omitted. When required, a code title may also be included.

3. The name and grade of the commander appear on all copies of the order. The original copy (No 1) must be signed by the commander or a specifically authorized representative. If the chief of staff signs the original, the term "FOR THE COMMANDER" is added. The signed copy is the historical copy that remains in the files of the headquarters.

4. If the commander or his authorized representative signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing general staff officer is required on all subsequent copies.

(Classification)

Figure H-2—Continued.

(Classification)

(Short title identification)

2. Security. Unit responsibilities, coordination requirements, reports, and requests for assistance.

3. Development of the situation. Special instructions for establishing and maintaining contact and accomplishment of special reconnaissance tasks by reconnaissance and security units.

4. Tactical air support. Request procedures.

5. Employment of nuclear weapons. Allocation of weapons, authority to fire, safety lines, risk criteria, and reporting results of nuclear fires.

6. Air defense operations.

7. Army aviation operations.

8. Chemical and biological operations.

9. Engineer operations.

10. Signal operations.

11. Barrier and denial operations.

12. Tactical cover and deception.

13. Electronic warfare.

14. Unconventional warfare.

15. Psychological operations.

C. Techniques. Operation and intelligence orders and reports pertaining to combat and combat support operations.

D. Special Considerations.

1. Mobility. This paragraph includes such information as march organization, control, priority, density and rate, halts, lights, passing, vehicle marking, and reporting accidents.

2. Night operations.

3. Regulation and coordination of the use of airspace.

(Classification)

Figure H-3—Continued.

(Classification)

(Short title identification)

4. Actions to reduce the effects of enemy nuclear weapons and chemical and biological agents.

5. Rear area security.

IV. COORDINATION OF COMBAT SERVICE SUPPORT OPERATIONS

Only key operational procedures of general applicability are covered in the body of the SOP. Most of the subheadings below will refer to an annex for detailed coverage.

A. General. This paragraph establishes the normal combat service support organization in support of the unit's operations. If a single coordinating agency (e.g., the support command commander) is used, include such information here.

B. Techniques. Orders and reports pertaining to combat service support operations.

C. Detailed Procedures.

1. Combat service support.

a. Coordination of combat service support activities within each administrative agency.

b. Materiel and services.

(1) Supply. Classes I, II and IV, III and IIIA, V, and water. (May be included as annexes.)

(2) Transportation. All forms.

(3) Services (including maintenance). May be in annexes.

2. Personnel.

a. Maintenance of unit strengths.

(1) Strength, records, and reports. Procedures are included to report personnel status, casualties, and unit disasters.

(2) Replacements.

b. Personnel management.

(1) Personnel procedures. Personnel policies and activities used to implement the personnel management program.

(Classification)

Figure H-3—Continued.

(Classification)

(Short title identification)

4. Cooperation and coordination between staff sections.

Section II. INTELLIGENCE

This section outlines the responsibilities for and describes the procedures for all matters pertaining to intelligence operations in the command.

Section III. ESTIMATES, PLANS, AND ORDERS

This section outlines the responsibilities for and describes the procedures for preparation of various estimates, plans, and orders.

Section IV. SECURITY

This section outlines the responsibilities for rear area protection for all elements of the command. This may be done by reference to the appropriate annex of the SOP or the operation plan.

Section V. LOGISTICS

In this section, detailed procedures should be given covering supply, construction, movement, maintenance, services, and labor. This section is closely related to the administrative order and many aspects covered in the SOP need not be repeated in the administrative order. However, appropriate reference to the SOP should be made. The details of logistic operations will normally be given in the various annexes, and only the appropriate references need be made in the main body of this section.

Section VI. PERSONNEL

In this section, detailed procedures should be given concerning all aspects of personnel management and operations. The following should be covered:

1. Strengths, records, and reports.
2. Replacement.
3. Discipline, law and order.

(Classification)

Figure H-4—Continued.

(Classification)

(Short title identification)

4. Prisoners of war and civilian internees.
5. Graves registration.
6. Health services.
7. Morale and personnel services.
8. Personnel procedures.
9. Civilian employees. (U.S. citizens, local nationals in stable and changing situations, third state nationals, and mobile labor.)

This section is closely related to the personnel paragraph in the administrative order. The more complete the SOP, the less detail required in the administrative order.

Section VII. CIVIL AFFAIRS

This section should give complete and detailed procedures pertaining to civil affairs activities, to include coordination with theater army civil affairs units operating in the area, civil supply, evacuation, transportation, real estate, labor, natural resources, control of civilian population, travel, curfew and other restrictions, public health, law and order, public information, government administration, displaced persons and refugees, finances, price control, rationing, and civil defense.

Section VIII. ADMINISTRATION

This section covers details pertaining to internal administrative matters not covered in other sections of the SOP. Such activities as postal service, records management, correspondence, printing and publication, miscellaneous reports, staff procedures, staff records, maintenance of daily journals, policy files, command reports, uniform regulations, office hours, reports control, forms control, office services, courier and messenger service, handling of classified correspondence, fiscal and financial activities, inspections and investigations, and other miscellaneous administrative functions.

(Classification)

Figure H-4—Continued.

(NOTE: Numbers in parentheses indicate explanatory remarks to right or left of example.)

Abbreviations may be used to save time and space if there is no loss of clarity. Except for abbreviations in common international use, e.g., mm for millimeters, abbreviations normally are not used in an order that is to be circulated for inter-Allied use.

(4) Operation order number is provided by G3. Numbers run serially throughout the calendar year.

(5) Each staff officer providing information or entries for the operation order provides G3 with references as appropriate. List any maps, charts, or other documents required to understand the order. Reference to a map will include the country or geographical area and/or map series number, edition (if required), scale, and map sheet name or number.

(6) a. Organization for combat is developed by G3 based on the commander's decision and his concept, if given, and in coordination with staff officers having responsibilities in combat and combat support operations. Selection of specific units, except for maneuver battalions, is the prerogative of unit commanders who provide unit designations to staff officer concerned. Staff officer concerned provides to G3 for inclusion in the operation order.

b. Task organization indicates how the commander plans to allocate his combat power to accomplish his mission. Task organization may be shown in one of three places:

(1) Immediately preceding paragraph 1. This technique is normal at division.

(2) In an annex. This technique is used when a large number of units are involved as at corps or field army.

(3) In paragraph 3 of the operation order. This technique is most adaptable to brigade and lower levels.

c. Units listed under a major subordinate control headquarters are in an attached status unless otherwise indicated in parentheses following the unit designation (Examples: A/52d Engr (DS) or I-41 Arty (DS)). Organic units of a major subordinate control headquarters such as DISCOM that are performing routine combat service support activities may be omitted.

d. Missions are not assigned in the task organization.

e. Attachments reflected in task organization need not be repeated in paragraph 1c or in paragraph 3.

(8) The mission is a clear, concise statement of the task to be accomplished by the command. It will include those tasks specified by the higher headquarters directing the operation and those implied tasks determined by the commander as a result of his mission analysis to be essential for clarity. It normally requires the inclusion of WHO, WHAT, WHEN, and, as appropriate, WHY and WHERE. This paragraph has no subparagraphs. The mission is stated in full, even if portions are shown on the overlay.

(continued)

(Classification) (Remark 1)
(No change from verbal orders.) (Remark 2)

Copy No 2 of _____ copies
52d Inf Div (Mech)
(Remark 3) XRAYVILLE (6271), MISSOURI
131800 Jan ____
7Z 51

OPORD 7 (Remark 4)

Reference: Map, KANSAS--MISSOURI, 1:50,000, METROPOLIS--JUNCTION CITY Sheet.

Task organization: (Remark 6)

1st Bde
1-76 Mech
1-77 Mech
1-78 Mech
1-4 Armor
A/1-23 Cav
1-40 Arty (DS)
A/52d Engr (DS)

2d Bde
1-79 Mech
1-80 Mech
1-5 Armor
1-41 Arty (DS)
B/52d Engr (DS)

3d Bde
1-81 Mech
1-82 Mech
1-6 Armor

Div Arty
1-42 Arty
1-43 Arty
1-44 Arty
2d Bn (155, SP), 631st Arty (attach eff 132000 Jan)

Div Trp
1-23 Cav (-)
1-441 Arty (C/V)
52d Engr
2239th MID (remains attach)
52d Sig
211th CA Co (remains attach)
52d MP Co

DISCOM
52d Admin Co
52d Maint
52d Med
52d S&T
Decon Sec, 2017th Fld Svc Co (GS)
(Fwd) (attach eff 140800 Jan)

1. SITUATION (Remark 7)

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 1st Corps atk 140900 Jan with 52d Mech Div on the north, 53d Mech Div in the center, and 54th Mech Div on the south to secure METROPOLIS (3069). 201st Armd Cav Regt protects corps north flank. 23d Armd Div, corps reserve, prepared for employment in zone of 53d Mech Div, 54th Mech Div, in that priority.

(2) Elm 9th TAF spt 52d Mech Div.

(3) 61st Arty Cp reinf 52d Mech Div Arty.

c. Attachments and Detachments. Task organization.

2. MISSION (Remark 8)

Div atk 140900 Jan, secures JUNCTION CITY (4873) and high ground from Hill 984 (4469) to Hill 892 (4578), and prepares to continue the atk to the west.

3. EXECUTION (Remark 9)

a. Concept of Operation. Annex B, Operation Overlay.

(1) Determined by G3. Classified per Army Regulations 380-5. Classification is shown at top and bottom of each page of the order.

(2) Each staff officer having a responsibility in the preparation of the operation order provides G3 with status of verbal orders pertaining to his activity, and when appropriate, remark applicable. If no verbal orders were issued, this command will be left out. If there were verbal orders, such expressions as "No change from verbal orders" or "No change from verbal orders except for paragraph 4" will be used as appropriate.

(3) a. G3 provides except for message reference number (YZ 51). See f below.

b. Copy number. Must be shown.

c. Issuing unit. May be in code.

d. Piece of issue. Show name of town or piece, coordinate location in parentheses, and country. May be in code.

e. Date-time group. Time order is signed and time order is effective unless otherwise indicated in the body of the order.

f. Message reference number. Assigned by G3 from a block of numbers provided by the division signal officer. Its use facilitates acknowledgment of the order.

(7) Paragraph 1 always contains three subparagraphs:

a. Subparagraph 1a. Provided by G2 and contains enemy information only. Instructions are not included. Reference may be made to an intelligence annex, operation overlay (if enemy information is shown), periodic intelligence report, or intelligence summary. Only enemy information vital to the entire command is included. Letter designation of the annex is provided by G3.

b. Subparagraph 1b. G3 extracts from the operation order of the next higher headquarters. Subparagraph 1b contains information concerning higher adjacent, supporting, and reinforcing units as applicable. Information should be limited to that which subordinate commanders need to know to accomplish their assigned mission.

c. Subparagraph 1c. G3 determines from the operation order of the next higher headquarters units attached to or detached from the division. He lists those units together with the effective times. If these units are listed in task organization, they need not be included in subparagraph 1c. G3 recommends further attachments to subordinate elements of the division to the division commander.

(9) a. The first subparagraph in paragraph 3 of the operation order is the concept of operation. It is informative rather than directive. It is derived by G3 from the commander's decision and, if given, from the explanation and amplification thereof in the commander's concept. The concept of operation states the scheme of maneuver and plan of fire support. It includes priority of fire artillery when appropriate and, if preparation is to be fired, its time and duration. It may also provide the commander's visualization of conduct of the overall operation. It may clarify the

(continued)

Example H-1. Annotated Operation Order (Overlay Annex), Division Section II. EXAMPLE OPERATION ORDERS

- (10) Recommended by division artillery commander except for priority of fire, which is determined by the division commander and entered by G3.

- (11) Recommended by air defense artillery staff officer. Priorities of air defense are provided by the division commander.

- (12) Recommended by division FSCDORD. Letter designation of annex is provided by G3.

- (13) Recommended by G3 in coordination with division engineer. Letter designation of annex is provided by G3.

- (14) Provided by G3 based on guidance received from the commander.

- (15) Provided by G4 in coordination with G1, G2, G3, G5, support command commander, and appropriate special staff officers.

- (16) Reserve: G3 determines from the commander's decision and any explanation and amplification thereof. It is always included as the next to the last subparagraph in paragraph 3 unless there are no coordinating instructions, in which case it becomes the last subparagraph. Nuclear weapons held in reserve are shown in the reserve subparagraph. At corps and field army a general statement on the nuclear weapon reserve may be made but the details (number of weapons, yields, delivery systems, etc.) will be included in a separate annex to the operation order or in an appendix to the fire support annex.

(1) Maneuver. Div atk with 1st Bde making main attack on north (right), 2d Bde on south (left), and 3d Bde in reserve, to penetrate enemy positions in zone and secure the div objectives; prepared to protect the corps right flank and either to continue the atk to the west or to conduct pursuit operations in the direction of METROPOLIS.

(2) Fires. One FFR/20-KT weapon will be fired on the enemy tank battalion 5257 at 140830 Jan. A GB preparation will be fired on Hill 965 (5277) at 140830 Jan. A 20-minute conventional arty preparation will be fired beginning 140840 Jan. Priority of arty and tactical air spt to 1st Bde. Annex C, Fire Support.

b. 1st Bde:

c. 2d Bde:

d. 1-23 Cav (-):

(1) Maintain contact with 53d Mech Div on the south.

(2) Prepare to release one troop to DISCOM for rear area security.

e. Arty:

(1) FA: (Remark 10)

(a) 1-40 Arty: DS 1st Bde.

(b) 1-41 Arty: DS 2d Bde.

(c) 1-42 Arty: GSR 1-40 Arty; prepare to DS to 3d Bde.

(d) 1-43 Arty: GSR 1-40 Arty.

(e) 1-44 Arty: GS.

(f) 2-631 Arty: GSR 1-41 Arty.

(2) ADA: 1-441 Arty (C/V): protect in priority 1-44 Arty, 1-43 Arty, div HQ. (Remark 11)

(3) Annex C, Fire Support. (Remark 12)

f. 52d Engr: (Remark 13)

(1) Prepare to place one co in DS 3d Bde when committed.

(2) Annex D, Engineer.

g. Div Trp: follow 2d Bde. (Remark 14)

h. DISCOM: remain in present position; prepare to move to vicinity of BEANTOWN (5275). (Remark 15)

i. Res: (Remark 16)

(1) 3d Bde: follow 1st Bde, prepared for employment in zone of 1st or 2d Bde in priority; establish liaison and communications with 201st Armd Cav Regt; be prepared to protect div north flank.

(2) Three 2-KT weapons.

j. Coordinating Instructions. (Remark 17)

(1) Task organization effective 132000 Jan.

(2) EEI: Will the Aggressor 312th Tk Div be used in a counterattack in our zone?

(3) Troop safety: negligible risk to wounded, exposed personnel.

4. ADMINISTRATION AND LOGISTICS (Remark 18)

a. Div installations remain in present locations. Annex E, Administrative Overlay. Annex F, Traffic Circulation and Control.

b. Materiel and Services.

(1) C1 III. GS Sup Instl 606, 30th Army, at 7283.

(2) C1 V.

(a) ASP 950 and SASP 915, 30th Army, at 8391, open 141000 Jan.

purpose of the operation, discussing phasing (if the operation has been phased), and employment of nuclear and chemical fires. This subparagraph may be divided into sub-subparagraphs covering maneuver and fires, numbered (1) and (2) respectively. The maneuver subparagraph may be further subdivided by phase, e.g. phase I, phase II, etc.

b. G3 determines tasks from the commander's decision and any explanation and amplification thereof. Separate lettered subparagraphs give the specific tasks to be accomplished by each element of the command charged with the execution of a tactical mission. (Tasks shown graphically need not be repeated in the body of the order.) Subordinate elements are listed in the following order.

(1) Combined arms commands in numerical or alphabetical order.

(2) Infantry elements.

(3) Armor elements.

(4) Artillery fire support elements.

(5) Combat support elements (in alphabetical order).

(6) Division troops (tactical instructions only).

(7) Support command (tactical instructions only).

(17) Coordinating instructions are included as the last subparagraph in paragraph 3. This subparagraph contains instructions applicable to two or more elements of the command. Signal instructions are not included in this subparagraph. EEI, when included, are provided by the G2.

(18) Provided by G4 in coordination with G1, G5, support command commander, and appropriate special staff officers. If these instructions are numerous or voluminous, they may be included in an annex and reference made to the annex in paragraph 4. Letter designations of annexes are provided by G3.

- (b) ASR 14--15 Jan.
1. 4.2-in mortar (HE) 75
 2. 155-mm how (HE). 95
 3. Other types--no restriction.
- (c) Special ammunition load.
1. 1-43 Arty
 - MRC/1 KT 2
 - MRC/2 KT 2
 2. 1-44 Arty
 - FFR/10 KT 2

(3) Services. Decon Sec, 2017th Fld Svc Co (GS) (Fwd), provides support to unit decontaminating activities beginning 140800 Jan. Requests to DISCOM.

c. Civil Affairs. Annex G, Civil Affairs.

5. COMMAND AND SIGNAL (Remark 19)
 Index 1--3, SOI, Annex H, Signal.
 Acknowledge. (Remark 20)

(19) This paragraph contains command and signal instructions. As a minimum, reference will be made to the signal annex (if used), current index to the SOI, and the location of the division command post and axis of command post displacement (unless shown graphically).

(20) Directs the recipient of the order to acknowledge receipt. Acknowledgment may be made in the clear using the message reference number contained in the heading.

(22) Annexes are lettered alphabetically and are listed in the order in which they appear in the operation order. G3 designates the letter to be associated with a given annex. Annexes are prepared by the appropriate officer having staff responsibility for the activity, arm, or service covered by the annex.

(23) A distribution formula is included in standing operation procedures. G3 establishes distribution in coordination with other coordinating and special staff officers.

MANN (Remark 21)
 MG

Annexes: A--Intelligence (omitted)
 B--Operation Overlay
 (Remark 22) C--Fire Support (omitted)
 D--Engineer (omitted)
 E--Administrative Overlay (omitted)
 F--Traffic Circulation and Control (omitted)
 G--Civil Affairs (omitted)
 H--Signal (omitted)

Distribution: A
 (Remark 23) 61st Arty Gp
 201st Armd Cav Regt

OFFICIAL:

Farley
 FARLEY
 G3

(Classification)

(21) a. The commander or his designated representative signs the original copy of the operation order. If this signature cannot be reproduced, the G3 authenticates subsequent copies. Annexes, appendixes, tabs, and inclosures issued with the order do not require signature or authentication. Those issued separately do require signature (or authentication) in the same manner as the order. Authentication is performed by the appropriate coordinating staff officer.

b. Examples of signature blocks for copy 1 of the order, and of annexes, appendixes, tabs, and inclosures if issued separately.

(1)

Mann
 MANN
 MG

(2) FOR THE COMMANDER:

Roberts
 ROBERTS
 Chief of Staff

LEGEND

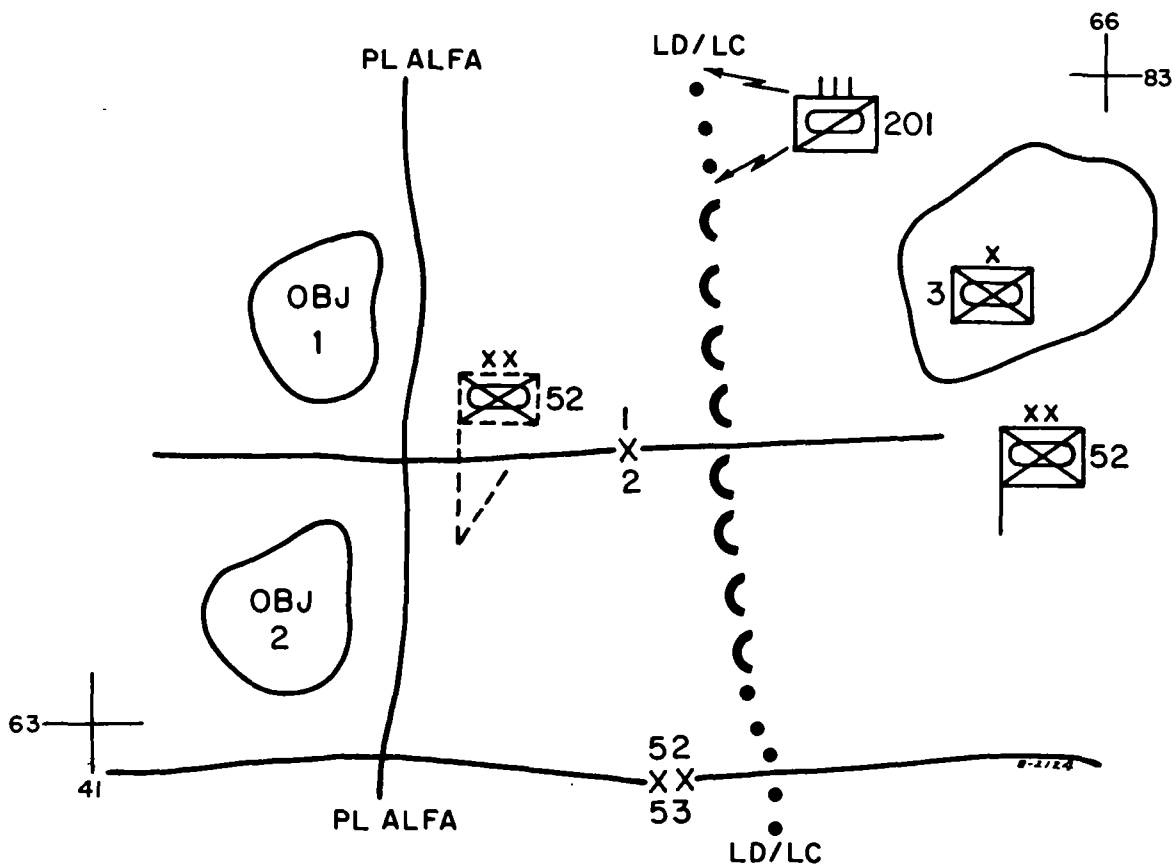
Remarks 1 -5 -- Heading.
 Remarks 6 -19 -- Body.
 Remarks 20-23 -- Ending.

Annex B (Operation Overlay) to OPORD 7--52d Mech Div.

(Classification)

Annex B (Operation Overlay) to OPORD 7--52d Mech Div

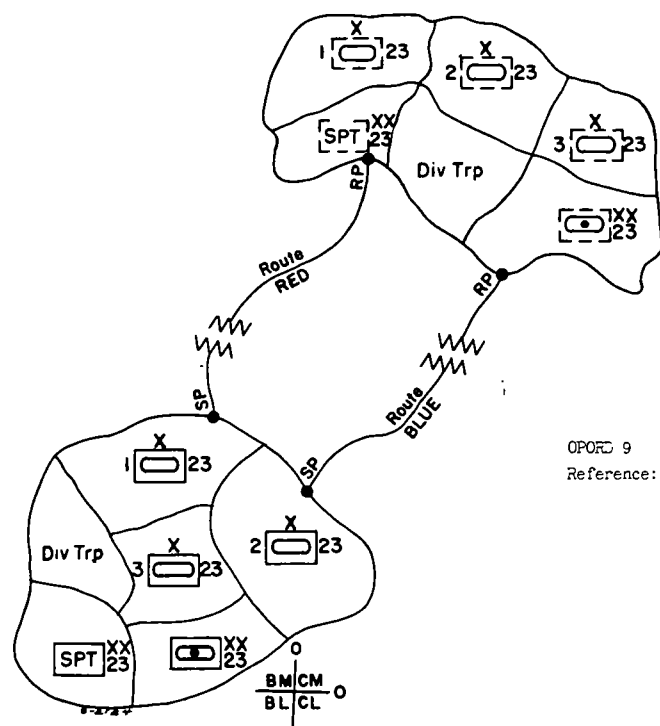
Reference: Map, KANSAS--MISSOURI, 1:50,000, METROPOLIS--JUNCTION CITY
Sheets.



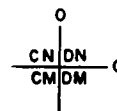
(Classification)

NOTE: This is an example of an annex issued with the operation order.

Example H-2. Road Movement Order (Overlay Type), Armored Division



(Classification)



Copy No 5 of _____ copies
 23d Armd Div
 LE DORAT (BACS 1512), FRANCE
 011030 July 19__
 XP 313

OPORD 9

Reference: Map, FRANCE, 1:250,000, TOURS--POITIERS Sheet.

(Classification)

(Classification)

(OPORD 9—23d Armd Div)

Task organization:

1st Bde

1-91 Mech
1-10 Armor
1-11 Armor
1-14 Armor

3d Bde

1-93 Mech
1-95 Mech
1-12 Armor
1-15 Armor

Div Trp

1-22 Cav
1-440 Arty (C/V)
2232d MID (remains atch)
23d Engr
23d Sig
212th CA Co (remains atch)
23d MP Co

2d Bde

1-92 Mech
1-94 Mech
1-13 Armor

Div Arty

1-50 Arty
1-51 Arty
1-52 Arty
1-53 Arty
1-54 Arty

DISCOM

23d Admin Co
23d Maint
23d Med
23d S&T

1. SITUATION

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces. 1st Corps atk 3 Jul.
- c. Attachments and Detachments. Task organization.

2. MISSION

Div march 012030 July in two colm to ST AUBIN as 1st Corps res.

3. EXECUTION

a. Concept of Operation. Div will move on two routes from army res to 1st Corps res in accordance with Annex B, Road Movement Table.

- b. 1st Bde: move on Route RED.

(Classification)

(Classification)

(OPORD 9—23d Armd Div)

- c. 2d Bde: move on Route BLUE.
- d. 3d Bde: follow 2d Bde.
- e. 1-22 Cav: move 011900 Jul over Route RED and Route BLUE, post guides, and secure div assembly area by 020200 July.
- f. Div Arty: follow 3d Bde.
- g. Div Trp: follow 1st Bde.
- h. DISCOM: follow div trp.
- i. Coordinating Instructions. Advance party move with 1-22 Cav.

4. ADMINISTRATION AND LOGISTICS

Nil.

5. COMMAND AND SIGNAL

- a. Annex C, Signal. Index 1-3, SOI. Continued listening silence.
- b. Div CP. Head of div trp during march. Acknowledge.

ANDERSON
MG

Annexes: A—Intelligence (omitted)

B—Road Movement Table (omitted)

C—Signal (omitted)

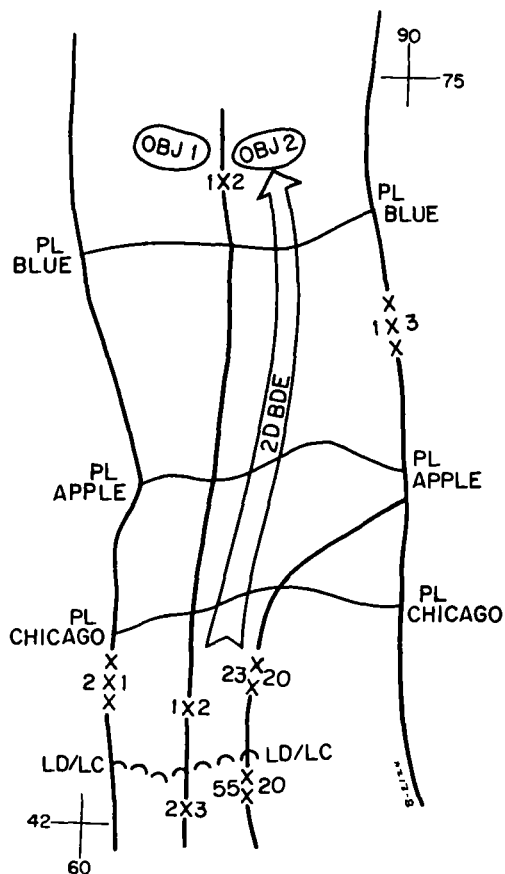
Distribution:

OFFICIAL:
/s/ Yates
YATES
G3

(Classification)

Example H-3. Order for Attack (Overlay Type), Armored Division

(Classification)



Copy No 3 of ____ copies
 23d Armd Div
 YUNGCHUN (9107), CHINA
 011100 Jun 19____
 XP 102

OPORD 21

Reference: Map, CHINA, 1:50,000, FUKIEN Sheet.

Task organization:

1st Bde

- 1-91 Mech
- 1-92 Mech
- 1-10 Armor
- 1-11 Armor
- 1-50 Arty (DS)
- A/1-440 Arty.
- A/23d Engr

2d Bde

- 1-93 Mech
- 1-94 Mech
- 1-12 Armor
- 1-13 Armor
- 1-51 Arty (DS)
- B/1-440 Arty
- B/23d Engr

(Classification)

(Classification)

(OPORD 21—23d Armd Div)

Sec/E/23d Engr

Sec/E/23d Engr

1/23d MP Co

2/23d MP Co

3d Bde

Div Trp

1-95 Mech
1-14 Armor
1-15 Armor
C/23d Engr

1-22 Cav
1-440 Arty (C/V) (-)
23d Engr (-)
5535th Engr Co (Fltbrg)
(atch eff 011600 Jun)

Div Arty

2239th MID (remains atch)
23d Sig
213th CA Co (remains atch)
23d MP Co (-)

1-52 Arty

1-53 Arty

1-54 Arty

2d Bn (155, SP), 631st Arty DISCOM
(atch eff 011400 June)

1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 1st Corps atk 020330 June with two divisions in the assault, 23d Armd Div on the west (left) and 20th Inf Div on the east (right), secures CHANGCHOW (5080), and prep to cont atk to the north.

(2) 55th Mech Div follows and supports 23d Armd Div.

(3) 201st Armd Cav Regt protects corps west flank.

(4) Elements 9th TAF support 23d Armd Div.

(5) 2d Bn (8, SP), 671st Arty, reinf 23d Armd Div Arty.

c. Attachments and Detachments. Task organization.

2. MISSION

Division atk 020330 Jun secures crossing over TSIN River, prep to cont atk to north.

(Classification)

(Classification)

(OPORD 21—23d Armd Div)

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Division atk through 55th Mech Div with 1st Bde on west, 2d Bde on east, 3d Bde in reserve; secures crossings over STIN River between HUTOW (4483) and ANKI (4500) inclusive; prep to cont atk to the north.

(2) Fires. Nuclear fires will be employed to neutralize Aggressor reserve vic area of pass and against targets of opportunity. A 30-minute nonnuclear artillery preparation will be fired beginning at H-20 minutes. Annex B, Fire Support.

b. 1st Bde:

c. 2d Bde:

d. 1-22 Cav: follow 2d Bde initially; protect division east flank.

e. Arty:

(1) FA:

(a) 1-50 Arty: DS 1st Bde.

(b) 1-51 Arty: DS 2d Bde.

(c) 1-52 Arty: GS, prep DS 3d Bde.

(d) 1-53 Arty: GS.

(e) 1-54 Arty: GS.

(f) 2-631 Arty: GS.

(2) ADA: 1-440 Arty (C/V) (-) ; protect in priority 1-54 Arty, 1-53 Arty, and division HQ.

(3) Annex B, Fire Support.

f. 23d Engr Bn (-): Annex C, Engineer.

g. Div Trp: follow 1st Bde.

(Classification)

(Classification)

(OPORD 21—23d Armd Div)

h. DISCOM: remain in present position initially.

i. Reserve: 3d Bde: fol 1-22 Cav during passage, there-
after 2d Bde; prep to assume mission of 1st Bde or 2d Bde;
prep to protect division east flank.

j. Coordinating Instructions.

(1) Lead brigades coordinate passage of lines in
zone.

(2) Annex D, Road Movement Table.

4. ADMINISTRATION AND LOGISTICS

Annex E, Administration.

5. COMMAND AND SIGNAL

Annex F. Signal. Index 1-3, SOI. Cont listening silence
until H-20 minutes.

Acknowledge.

BLANDFORD
MG

Annexes: A—Intelligence (omitted)

B—Fire Support (omitted)

C—Engineer (omitted)

D—Road Movement Table (omitted)

E—Administration (omitted)

F—Signal (omitted)

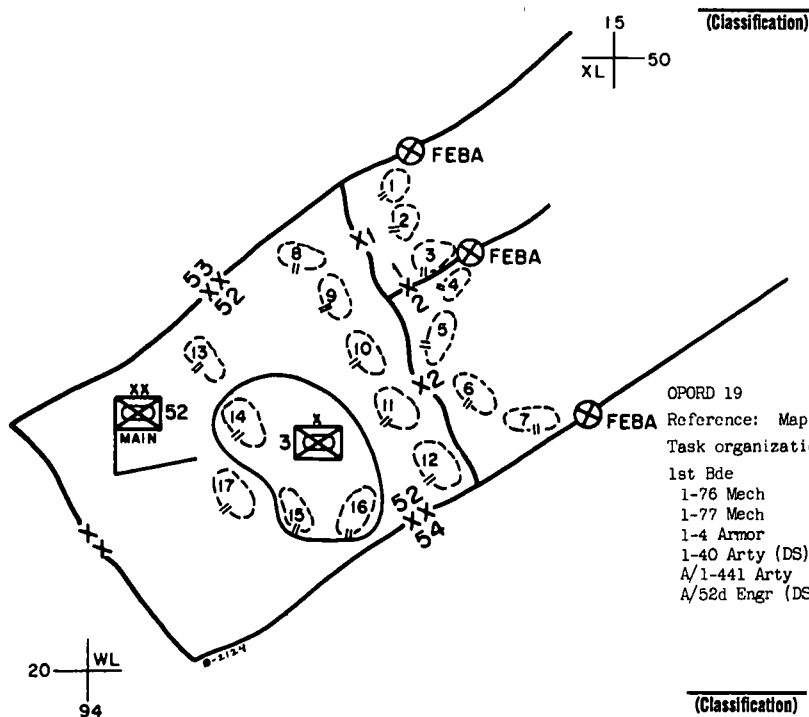
Distribution: A

OFFICIAL:

/s/ McDonald
MCDONALD
G3

(Classification)

Example H-4. Order for Defense (Overlay Type), Infantry Division
(Mechanized)



(No change from verbal orders)

Copy No 3 of _____ copies
52d Inf Div (Mech)
CEPELIS (WL993285), YUGOSLAVIA
110700 May 19__
AB 17

OPORD 19

Reference: Map, YUGOSLAVIA, 1:50,000, SISAK-IVANIC GRAD Sheet.

Task organization:

1st Bde
1-76 Mech
1-77 Mech
1-4 Armor
1-40 Arty (DS)
A/1-441 Arty
A/52d Engr (DS)

Div Arty
1-42 Arty
1-43 Arty
1-44 Arty
2d Bn (8, SP), 610th Arty (remains atch)
2d Bn (155, SP), 635th Arty (remains atch)

(Classification)

(Classification)

(OPORD 19—52d Mech Div)

2d Bde

1-78 Mech
 1-79 Mech
 1-5 Armor
 1-41 Arty (DS)
 B/1-441 Arty
 B/52d Engr (DS)

Div Trp

D/1-23 Cav
 1-441 Arty (C/V) (-)
 52d Engr
 52d Sig
 52d MP Co

DISCOM

3d Bde

1-80 Mech
 1-81 Mech
 1-82 Mech
 1-6 Armor
 1-23 Cav (-)
 C/52d Engr (DS)

52d Admin Co
 52d Maint
 52d Med
 52d S&T

1. SITUATION

a. Enemy Forces. Annex A, Intelligence.

b. Friendly Forces.

(1) 3d (US) Corps defends immediately along SAVA River in sector from ZAGREB (WL780700) exclusive to BISTRAC (XL272270) inclusive and prepares to continue the attack to the northeast.

(2) 53d Mech Div will close on SAVA River in vicinity of DESNA MARTINSKA VES (XL077496) not later than 111100 May.

(3) 54th Mech Div is defending on SAVA River in sector.

(4) Elements 9th (US) TAF support 52d Mech Div.

(5) 72d Arty Gp GSR 52d Mech Div Arty.

c. Attachments and Detachments. Task organization.

2. MISSION

Division defends immediately along SAVA River from DESNA MARTINSKA VES (XL077496) exclusive to XL156310 to hold the enemy northeast of Highway 201.

(Classification)

(Classification)

(OPORD 19—52d Mech Div)

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. Division conducts a mobile defense in in sector, employing the 1st Bde and 2d Bde from north to south in the forward defense area. 1st Bde will defend in sector to retain the high ground immediately adjacent to the SAVA River. 2d Bde will delay in sector. 3d Bde, as division res, counterattacks to destroy enemy in penetration; priority of employment to 2d Bde sector.

(2) Fires. Priority of air and artillery fires to 2d Bde initially; to 3d Bde when committed. Annex B, Fire Support.

b. 1st Bde:

(1) Defend in sector.

(2) Prepare in priority blocking positions 2, 1, 3.

c. 2d Bde:

(1) Delay in sector.

(2) Prepare in priority blocking positions 5, 4, 7.

d. D/1-23 Cav:

(1) Maintain contact with 53d Mech Div until unit closes on SAVA River vicinity DESNA MARTINSKA VES.

(2) On order, conduct surveillance of division rear area.

e. Arty:

(1) FA:

(a) 1-40 Arty: DS 1st Bde.

(b) 1-41 Arty: DS 2d Bde.

(c) 1-42 Arty: GSR 1-41 Arty; DS 3d Bde when committed.

(Classification)

(Classification)

(OPORD 19—52d Mech Div)

(d) 1-43 Arty: GS.

(e) 1-44 Arty: GS.

(f) 2-610 Arty: reinf 1-41 Arty.

(g) 2-635 Arty: GSR 1-40 Arty.

(2) ADA: 1-441 Arty (C/V) (-): protect in priority division res, DISCOM, and division CP.

(3) Annex B, Fire Support.

f. 52d Engr:

(1) GS, priority of effort to 3d Bde.

(2) Annex C, Barrier.

(3) Annex D, Engineer.

g. DISCOM: be operational in new area vic XL110950 not later than 112400 May.

h. Res: 3d Bde:

(1) Prepare to execute division counterattack plans, priority to 2d Bde sector. Annex E, Counterattack Plans.

(2) Prepare in priority blocking positions 6, 11, 10, 12, 9, 8, 15, 14, 16, 13, 17.

(3) Prepare to release up to one-battalion task force on 30-minute notice to division control for rear area security missions.

i. Coordinating Instructions.

(1) Complete reorganization and preparation for defensive missions by 111200 May.

(2) Brigades in forward defense area coordinate reconnaissance and security measures forward of the FEBA.

4. ADMINISTRATION AND LOGISTICS

Annex F, Administration.

(Classification)

(Classification)

(OPORD 19—52d Mech Div)

5. COMMAND AND SIGNAL

Index 1-6, SOI. Annex G, Signal.

Acknowledge.

TRACKS
MG

Annexes: A—Intelligence (omitted)

B—Fire Support (omitted)

C—Barrier (omitted)

D—Engineer (omitted)

E—Counterattack Plans (omitted)

F—Administration (omitted)

G—Signal (omitted)

H—Air Defense (omitted)

Distribution: A
72d Arty Gp

OFFICIAL:
/s/ Carrier
CARRIER
G3

(Classification)

Example H-5. Order for Assault, Airborne Division (Operation Overlay as Annex)

(Classification)

Copy No 2 of ____ copies

102d Abn Div

SILVER CITY (VR763498), MONROVIA

210930 January 19____

AB02

OPORD 2

Reference: Maps, Monrovia, 1:500,000;

Monrovia, 1:50,000, LODE-VEIN Sheets 1-5.

Task organization:

Assault Echelon

1st Bde

1-311 Abn

1-312 Abn

1-313 Abn

1-57 Arty

A/102d Engr

1/B/102d Sig

4 TACP

Det, 102d AES Co

A/102d Med

1/102d MP Co

2d Bde

1-314 Abn

1-315 Abn

1-316 Abn

1-58 Arty

B/102d Engr

2/B/102d Sig

4 TACP

Det, 102d AES Co

B/102d Med

2/102d MP Co

3d Bde

1-317 Abn

1-318 Abn

1-59 Arty

C/102d Engr

3/B/102d Sig

2 TACP

Det, 102d AES Co

C/102d Med

3/102d MP Co

Div Arty

HHB/102d Abn Div Arty

Div Trp

1-319 Abn

1 TACP

1-28 Cav

1 TACP

102d Avn

102d Engr (-)

102d Sig (-)

1 TACP

102d MP Co (-)

DISCOM

Det, HHC & Band

Det, 102d AES Co

102d Med (-)

Det, 102d Sup Co

Followup Echelon

DISCOM

HHC (-)

DISCOM Op Plat/B/102d Sig

Det, 102d AES Co

102d Maint

HQ Det

A/102d Maint (-)

B/102d Maint

102d Sup Co (-)

(Classification)

(Classification)

(OPORD 2—102d Abn Div)

Followup echelons of the assault units
Rear Echelon

DISCOM

Rear Ech Op Plat/A/102d Sig
102d Admin Co
102d AES Co (-)
Main Spt Plat/A/102d Maint

Unit rear echelons

1. SITUATION

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces.

(1) 1st (US) Corps attacks to north from present positions to destroy enemy forces in zone.

(2) JTF FALCON attacks D-day in vicinity of LODE (625773) by airborne assault with 102d Abn Div. 30th (US) Air Div provides airlift.

(3) Friendly guerrillas assist on and after D-day by interdicting movement of enemy reinforcements in direction of LODE.

(4) 9th (US) TAF maintains air superiority and provides close air support to JTF FALCON.

- c. Attachments and Detachments. Task organization.

2. MISSION

102 Abn Div attacks D-day, H-hour; secures crossings over the BOLDER River in the vicinity of LODE; blocks enemy movement; and assists the passage of the 23d (US) Armd Div.

3. EXECUTION

- a. Concept of Operation. Annex B, Operation Overlay.

(1) Maneuver.

(a) This operation involves securing a single airhead by daylight airborne assault. 102d Abn Div will secure an airhead that will include crossings over the BOLDER River and will block enemy movement in the vicinity of LODE until link-up with the 23d Armd Div.

(b) The assault echelon will secure crossings over the BOLDER River in the vicinity of LODE and eliminate organized enemy resistance within the airhead.

(c) Subsequent operations within the airhead will insure defense of the airhead line to protect the crossing sites until link-up occurs.

(2) Fires. Preassault airstrikes will commence at H-30 minutes and terminate at H-1 minute. Airstrikes will destroy or neutralize enemy forces in the general objective area.

- b. 1st Bde: prepare for link-up with 23d Armd Div on D +3.

- c. 2d Bde:

- d. 3d Bde:

e. 1-28 Cav: reconnoiter forward of COP to a range of 20 kilometers with priority along Highways 23, 62, 49, and 51.

(Classification)

(Classification)

- f. Arty:
 - (1) FA.
 - (a) 1-57 Arty: atch 1st Bde.
 - (b) 1-58 Arty: atch 2d Bde.
 - (c) 1-59 Arty: atch 3d Bde.
 - (2) Annex C, Fire Support.
- g. 102d Avn Bn: Annex D, Aviation.
- h. 102d Engr Bn (—): Annex E, Engineer.
- i. Res: 1-319 Abn: be prepared for employment in priority sector 1st Bde, 3d Bde, 2d Bde.
- j. Coordinating Instructions.
 - (1) D-day, H-hour, is 271100 January.
 - (2) Orders to implement alternative plans, postponement, or cancellation only on authority CG, 102d Abn Div.
 - (3) Annex F, Counterattack Plans.
 - (4) Annex G, Air Movement.
 - (5) Annex H, Distribution.
 - (6) Annex I, Civil Affairs.

4. ADMINISTRATION AND LOGISTICS

ADMINO 3.

5. COMMAND AND SIGNAL

- a. Signal.
 - (1) Annex J, Signal.
 - (2) Index 1-5, SOI.
- b. Command.
 - (1) Div CP at 678950.
 - (2) Subordinate units report CP locations.

Acknowledge.

CASPERSON

MG

Annexes: A—Intelligence (omitted)
 B—Operation Overlay
 C—Fire Support (omitted)
 D—Aviation (omitted)
 E—Engineer (omitted)
 F—Counterattack Plans (omitted)
 G—Air Movement (omitted)
 H—Distribution (omitted)
 I—Civil Affairs (omitted)
 J—Signal (omitted)

Distribution: Annex H, Distribution

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/s/Ford

FORD

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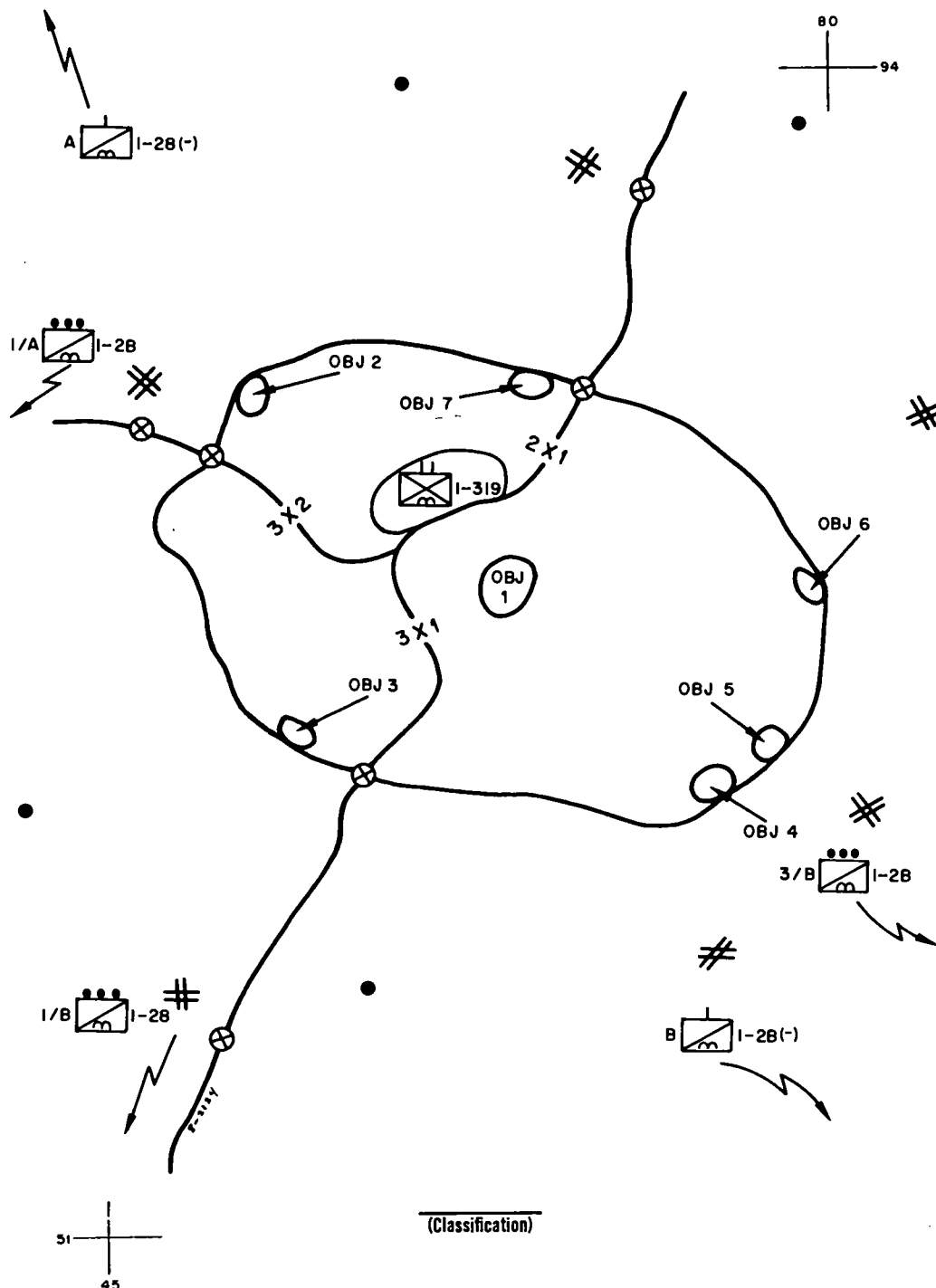
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Annex B (Op Overlay) to OPORD 2-102d Abn Div

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Annex B (Op Overlay) to OPORD 2-102d Abn Div

Reference: Maps, MONROVIA, 1:500,000;
MONROVIA, 1:50,000, LODE-VEIN Sheets 1-5.



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Example H-6. Order for Defense, Corps

(Classification)

Copy No 2 of ____ copies

1st Corps

ZEBO (WL4625), ZARLAND

181200 August 19____

QT 2

OPORD 6

Reference: Map, ZARLAND, 1:250,00, VERTO—BAYER Sheet.

Task organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces. Annex B, Intelligence.

b. Friendly Forces.

(1) 30th Army defends in sector from KOBER (***) to SASKO (***) inclusive, employing the 3d Corps on the north, 1st Corps in the center, and 2d Corps on the south.

(2) 8th TAF supports 30th Army.

c. Attachments and Detachments. Annex A, Task Organization.

2. MISSION

1st Corps defends in sector from * * * to * * * by 201200 August, establishes corps covering force along BLUE River, and delays Aggressor forward of FEBA until 222400 August.

3. EXECUTION

a. Concept of Operation. Annex C, Operation Overlay.

(1) Maneuver. 1st Corps conducts mobile defense of sector in three phases:

(a) Phase I. Corps establishes defense in sector with three divisions in the forward defense area—19th Inf Div in the north, 53d Mech Div in the center, and 54th Mech Div in the south—and delays Aggressor forward of GOP until 222400 August; 25th Armd Div establishes corps covering force along the BLUE River and executes covering operations.

(b) Phase II. On withdrawal of the covering force, corps conducts defense of sector with 19th Inf Div defending in the north, 53d Mech Div delaying in the center, and 54th Mech Div defending in the south; allows no penetration beyond line BROWN; 25th Armd Div prepares for corps counterattack operations with priority to center of the corps sector.

(c) Phase III. Corps counterattacks to destroy enemy forces penetrating the forward defense area.

(2) Fires.

(a) Air. Priority of close air support to covering force, divisions in the forward defense area, and support of counterattacking forces in that order. Appendix 1, Air Fire Support, to Annex D, Fire Support.

(b) Artillery. Priority to covering forces, divisions in the forward defense area, and counterattacking forces in that order. Appendix 2, Artillery Fire Support, to Annex D, Fire Support.

(c) Nuclear. Nuclear weapons will be allocated to the covering force for the conduct of delaying operations, to the divisions in the for-

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(OPORD 6—1st Corps)

ward defense area to assist the passage of the covering force, and for destroying Aggressor elements forward of line BROWN. The bulk of the nuclear weapons will be reserved to support corps counterattacks. Corps-controlled weapons will be used to destroy Aggressor nuclear delivery means, seal penetrations, and destroy enemy res. Appendix 3, Nuclear Fire Support, to Annex D, Fire Support.

b. 19th Inf Div: defend in sector; retain Hills 450 and 390.

c. 53d Mech Div:

(1) Establish initial delay position along the FEBA in sector.

(2) On withdrawal of corps covering force through FEBA, delay in sector; retain Hill 320.

d. 54th Mech Div: defend in sector; retain Hill 410-360 ridge.

e. 25th Armd Div:

(1) Establish corps covering force along BLUE River; delay Aggressor forward of the GOP until at least 222400 August.

(2) After completion of covering force mission, revert to corps res.

(3) Release 201st Armd Cav Regt on withdrawal of that unit through FEBA.

f. 201st Armd Cav Regt:

(1) Attached to 25th Armd Div.

(2) Prepare for detachment on withdrawal through FEBA and assemble as corps res vicinity VERTO (BM1550).

g. Arty:

(1) FA:

(a) 25th Armd Div Arty: GS on completion of covering force mission; revert to 25th Armd Div control when committed.

(b) 65th Arty Gp:

1. Attached 25th Armd Div initially.

2. On completion of covering force mission, revert to corps arty control and GSR 19th Inf Div Arty.

(c) 66th Arty Gp: reinforce 53d Mech Div Arty.

(d) 67th Arty Gp: GSR 54th Mech Div Arty.

(e) 68th Arty Gp: GS.

(f) 1st Bn (Tgt Acq), 105th Arty: GS.

(g) 1st Bn (SGT), 212th Arty: GS.

(h) Btry C (Slt), 189th Arty: GS.

(2) ADA: 405th Arty Gp (AD):

(a) Provide low- and medium-altitude air defense of the corps area of operations with priority in order to corps reserve; 1st Bn (SGT), 212th Arty; corps CP.

(b) Annex E, Air Defense.

(3) Annex D, Fire Support.

h. 136th Avn Bn: GS; priority initially to corps covering force.

i. 137th Avn Bn: GS.

j. 53d Engr Bde: GS.

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(OPORD 6—1st Corps)

- (1) 60th Engr Gp:
 - (a) GS.
 - (b) Place one bn DS 19th Inf Div.
 - (c) One bn prepare for DS 25th Armd Div when committed.
- (2) 61st Engr Gp:
 - (a) GS.
 - (b) 525th Engr Bn: DS 54th Mech Div.
 - (c) 527th Engr Bn: DS 53d Mech Div.
- (3) 523d Engr Bn:
 - (a) Attached 25th Armd Div initially.
 - (b) After completion of covering force mission, attached to 60th Engr Gp.
- (4) Annex F, Engineer.
- (5) Annex G, Barrier.

k. Res:

- (1) 25th Armd Div: after completion of covering force mission, assemble vicinity ODEB (***) as corps res, priority for commitment in 53d Mech Div sector.
- (2) 315th Mech Bde:
 - (a) Priority for commitment initially in 53d Mech Div sector; on withdrawal of 25th Armd Div, priority for commitment to 19th Inf Div sector.
 - (b) Prepare blocking positions A, B, and C in that priority.
 - (c) Be prepared for employment as rear area security force; priority to MSR's.
- (3) 201st Armd Cav Regt: after withdrawal of corps covering force, assemble vicinity VERTO (BM1550) as corps res; priority for commitment to 54th Mech Div sector.
- (4) Nuclear weapons: Allocation in Appendix 3, Nuclear Fire Support, to Annex D, Fire Support.

l. Coordinating Instructions.

- (1) Divisions in the forward defense area establish GOP by 201200 August.
- (2) Priority for road movement to 25th Armd Div until withdrawal from covering force.
- (3) Divisions in forward defense area maintain contact with 25th Armd Div during covering force operations and be prepared to assist in its withdrawal through GOP and forward defense area.
- (4) Essential elements of information (in priority):
 - (a) When, where, and in what strength will the enemy make his main attack?
 - (b) Will the enemy continue to employ nuclear weapons against us? If so when, where, how many, of what yields, and by what delivery means? Where are the enemy's nuclear delivery means located?

4. ADMINISTRATION AND LOGISTICS

a. 30th Army ADMINO 7.

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(OPORD 6—1st Corps)

- b. Annex H, Administration.
- 5. COMMAND AND SIGNAL
 - a. Annex I, Signal. Index 1-5, SOI.
 - b. Command.
 - (1) Corps main CP opens VERPO (BM1550) 200800 August.
 - (2) Others select and report.

Acknowledge.

RIGHT

LTG

Annexes: A—Task Organization (omitted)
B—Intelligence (omitted)
C—Operation Overlay
D—Fire Support (omitted)
E—Air Defense (omitted)
F—Engineer (omitted)
G—Barrier (omitted)
H—Administration (omitted)
I—Signal (omitted)

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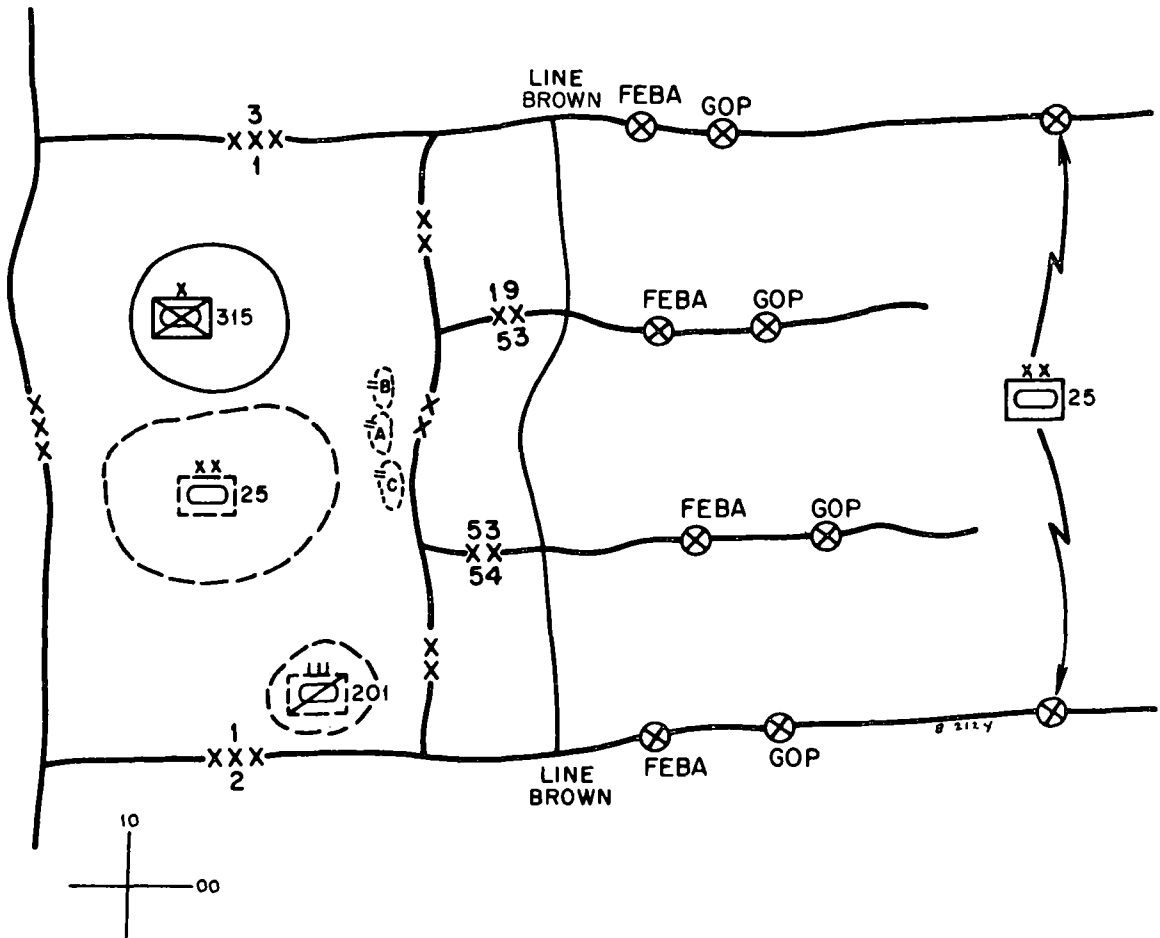
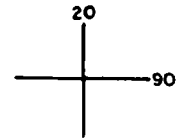
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Annex C (Op Overlay) to OPORD 6--1st Corps

(Classification)

Annex C (Op Overlay) to OPORD 6--1st Corps

Reference: Map, ZARLAND, 1:250,000, VERTO--BAYER Sheet.



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Example H-7. Order for Attack, Field Army

(Classification)

Copy No — of — copies

30th (US) Army

KAISERSLAUTERN (MV1178), GERMANY

101800 May 19____

D5

OPORD 8

Reference: Map, Western EUROPE, AMS Series M501, UTM 1:250,000,
Sheets NM 32-4 through -9.

Time zone: ZULU.

Task organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces.

(1) Aggressor has been halted with heavy losses to his attacking forces and is presently in positions from MARBURG (MB8529) to AVENSTEIN (NV2134) in an apparent effort to hold an advanced position. Strength of his tactical units is approximately 70 percent.

(2) Annex B, Intelligence.

(3) PERINTREP No 5, HQ, CENTAG, 101200 May.

b. Friendly Forces.

(1) CENTAG attacks to secure line ODER River—BUDAPEST (DB9451) and prepares to continue attack to the east to secure line BREST (FA1310)—L'VOV (GB8415).

(2) 16th (Allied) Army attacks to secure LEIPZIG (CA4728) and prepares to continue the attack to secure crossings over ODER River in zone.

(3) 1st (Fr) Army attacks to secure VIENNA (CB5990) and prepares to continue attack to secure BUDAPEST.

(4) 4th (Allied) TAF supports 30th (US) Army, destroys enemy aircraft and installations, and interdicts enemy lines of communications.

c. Attachments and Detachments. Annex A, Task Organization.

2. MISSION

30th (US) Army attacks 20 May to secure DRESDEN (NS1257) and PRAGUE (VR5847) and prepares to continue the attack to secure BRESLAU (XS4264), MOR-OSTRAVA (CA0525), and crossings over the ODER River.

3. EXECUTION

a. Concept of Operation. Annex C, Operation Overlay.

(1) Maneuver. Operation to be conducted in two phases:

(a) Phase I. Army attacks with 1st and 2d (US) Corps abreast to secure ERFURT (PB4050) and NURNBERG (PV5080). 2d Corps on south (right) makes army main attack.

(b) Phase II. On securing ERFURT and NURNBERG, army continues the attack with two corps abreast to secure DRESDEN and PRAGUE and prepares to continue the attack to secure BRESLAU, MOR-OSTRAVA, and crossings over the ODER River. 1st Corps on the north (left) makes army main attack.

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(OPORD 8—30th (US) Army)

(2) Fires.

(a) Air.

1. 4th (Allied) TAF attacks known enemy positions during phase I, with priority to Aggressor nuclear weapon launching and storage areas, and then to enemy strongpoints in zone.

2. Priority for air support to 2d Corps during phase I; to 1st Corps during phase II.

3. Appendix 1, Air Fire Support, to Annex D, Fire Support.

(b) Artillery.

1. Priority for artillery support to 2d Corps during phase I; to 1st Corps during phase II.

2. Appendix 2, Artillery Fire Support, to Annex D, Fire Support.

(c) Nuclear.

1. Restrictions on nuclear fires, Annex D, Fire Support.

2. Appendix 3, Allocation of Nuclear Weapons, to Annex D, Fire Support.

b. 1st Corps:

(1) Secure ERFURT.

(2) Be prepared to continue the attack to secure DRESDEN.

c. 2d Corps:

(1) Secure NURNBERG and bridgehead over REGNITZ River—LUDWIGS Canal.

(2) Be prepared to continue the attack to secure PRAGUE.

d. Artillery:

(1) Field artillery: 1-305 Arty (Persh): GS.

(2) Air defense artillery: 43d Arty Bde (AD):

(a) Priority of protection to nuclear weapon storage areas, major supply installations, army main command post in that order.

(b) Annex E, Air Defense.

(3) Annex D, Fire Support.

e. 301st Cml Bn:

(1) GS.

(2) Annex F, Chemical.

f. 50th Engr Bde (Army):

(1) GS.

(2) Annex G, Engineer.

g. Reserve:

(1) 23d Armd Div: priority of employment initially in zone of 2d Corps; be prepared for attachment to 1st Corps in phase II.

(2) 52d Mech Div: on order, phase II army reserve vicinity BAY-REUTH (PA8536).

h. Coordinating Instructions.

(1) Phase I coordinating point UNTEROBERNDORF (PA3638).

(2) Attachments, detachments, and boundary changes, unless otherwise directed, are effective 110800 May .

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(OPORD 8—30th (US) Army)

- (3) Annex H, Psychological Operations.
- (4) Annex I, Unconventional Warfare.
- (5) Annex J, Rear Area Security.
- (6) Annex K, Tactical Cover and Deception.
- (7) Annex L, Electronic Warfare.

4. ADMINISTRATION AND LOGISTICS

- a. Administrative Order 7.
- b. Materiel and Services.

(1) 2d Corps has priority on supplies and transportation during phase I.

(2) 1st Corps has priority on supplies and transportation during phase II.

- c. Civil Affairs. Annex M, Civil Affairs.

5. COMMAND AND SIGNAL

- a. Signal.
 - (1) Annex N, Signal.
 - (2) Index 1-4, SOI.

- b. Command.

(1) 30th (US) Army main CP KAISERSLAUTERN (MV1178); rear CP BAD KREUZNACH (MA1822); CP BENSHEIM (MA7305).

- (2) Future locations army CP's to be announced.

Acknowledge.

OBERHOLZER

GEN

Annexes: A—Task Organization

B—Intelligence (omitted)

C—Operation Overlay (published separately) (omitted)

D—Fire Support (omitted)

E—Air Defense (omitted)

F—Chemical (omitted)

G—Engineer (omitted)

H—Psychological Operations (omitted)

I—Unconventional Warfare (omitted)

J—Rear Area Security (omitted)

K—Tactical Cover and Deception (omitted)

L—Electronic Warfare (omitted)

M—Civil Affairs (omitted)

N—Signal (omitted)

Distribution: ***

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/s/Marachino

MARACHINO

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Example H-8. Operation Order, Stability Operation

(OPORD 18—20th Inf Div)

(Classification)

(No change from verbal orders.)

Copy No 2 of ____ copies

20th Inf Div

SUNG (VT0539), CAMBODIA

060800 February 197____

BZ 65

OPORD 18 (Operation EASY DAY)

Reference: Map, CAMBODIA, 1:50,000, TRAPEANG—CHIKHA.

Task organization:

1st Bde

1-66 Inf
 1-67 Inf
 1-72 Inf
 1-73 Inf
 791st Inf Plat (Sct Dog)
 1-45 Arty (DS)
 1/B-191st Arty (Slt)
 A/1-439 Arty (Vulc)
 A/20th Engr (DS)
 1st and 2d Plat
 5570th Engr Co (LE)
 331st CNP Plat (Spt)

2d Bde

1-68 Inf
 1-69 Inf
 1-70 Inf
 1-71 Inf
 792d Inf Plat (Sct Dog)
 1-46 Arty (DS)
 2/B-191st Arty (Slt)
 B/1-439 Arty (Vulc)

TF Manly

1-81 Mech
 1-21 Cav (-)
 E/20th Engr
 A/202d-27th SF
 (op con eff 070630 Feb)

Div Arty

1-48 Arty
 2d Bn (8, SP), 611th
 Arty (-)
 A/2-661 Arty (175, SP)
 2d Bn (175, SP), 661st
 Arty (-)
 A/2-611 Arty (8, SP)

B/191st Arty (Slt)

Div Trp

780th Inf LR
 Ptl Co
 D/1-21 Cav
 (eff 070630 Feb)
 1-439 Arty (Vulc) (-)
 20th Avn Bn-Gp
 B/20th Engr (DS)
 332d CNP Plat (Spt)

3d Bde

1-82 Mech
 793d Inf Plat (Sct Dog)
 1-47 Arty (DS)
 3/B-191st Arty (Slt)
 C/1-439 Arty (Vulc)
 C/20th Engr (DS)
 333d CNP Plat (Spt)

1st Bde, 21st Inf Div

(atch eff 070730 Feb)

7-66 Inf
 7-67 Inf
 7-68 Inf
 1-40 Arty
 A/21st Engr
 338th CNP Plat, (Spt)
 20th Avn
 129th Avn
 101st Avn Gp
 (atch eff 061000 Feb)
 20th Engr (-)
 5570th Engr Co (LE)
 20th Sig
 20th MP
 DISCOM

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(OPORD 18—20th Inf Div)

1. SITUATION

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces.

(1) 2d Air Div supports 20th Inf Div with 50 fighter-bomber sorties daily, from 7 to 11 February.

* * * * * * *

- c. Attachments and Detachments. Task organization and OPORD 12.

* * * * * * *

2. MISSION

20th Inf Div occupies line of encirclement DANCE at 070730 February; prevents escape of guerrillas in encirclement; and, on order, attacks to destroy the encircled guerrilla force.

3. EXECUTION

- a. Concept of Operation.

(1) Maneuver. Annex B, Operation Overlay. The 20th Inf Div moves to occupy line of encirclement DANCE at 070730 February and, on order, attacks to destroy encircled guerrilla force. The 1st and 2d Bdes will move by air to LZ's in vicinity of assigned zones. 1st Bde, 21st Inf Div, moves by air, on order, to occupy positions along line DANCE vacated by 1st Bde. TF Manly will move by surface. 3d Bde will continue present missions in TAOR. This operation will be conducted in four phases:

(a) Phase I. 1st and 2d Bdes move by air, and TF Manly moves by surface to occupy line of encirclement DANCE at 070730 February.

(b) Phase II. 1st Bde attacks to phase line JIG to compress the encircled force. 1st Bde, 21st Inf Div, moves by air to occupy positions along line DANCE vacated by 1st Bde attack. 2d Bde holds line of encirclement in zone.

(c) Phase III. 1st Bde attacks to destroy guerrilla forces in encirclement. 2d Bde and 1st Bde, 21st Inf Div, hold line of encirclement in zone.

(d) Phase IV. 1st Bde is extracted by air to original position along line DANCE. 1st Bde, 21st Inf Div, conducts search and destroy operations in the encircled area. 2d Bde holds line of encirclement in zone.

(2) Fires.

(a) Phases I, II, and III. Priority of artillery and air to 1st Bde.

(b) Phase IV. Priority of artillery and air to 1st Bde, 21st Inf Div.

- (c) Annex C, Fire Support.

- b. 1st Bde:

(1) Continue to occupy and secure TAOR with one infantry battalion.

(2) Move three infantry battalions by air to occupy line DANCE at 070730 February.

(3) Receive attachment of 1-81 Mech effective 070730 February.

(Classification)

(Classification)

(OPORD 18—20th Inf Div)

(4) On order, attack to phase line JIG to compress encircled guerrilla force.

(5) On order, attack from phase line JIG to destroy guerrilla force in encirclement.

(6) After searching to the KAMPONG SAOM River, be prepared for air movement to original positions along line DANCE and to support attack of 1st Bde, 21st Inf Div.

c. 2d Bde:

(1) Continue to occupy and secure TAOR with one infantry battalion.

(2) Prepare 1-70 Inf for commitment as division reserve by air-mobile assault on 30 minutes' notice. Continue internal defense development mission as practicable.

(3) Move two infantry battalions by air to occupy line DANCE at 070730 February.

(4) Receive attachment of 1-21 Cav (—) effective 070730 February.

(5) Prevent guerrilla escape from encirclement and support attacks to destroy guerrilla force.

d. 3d Bde: continue present mission in TAOR, OPORD 12.

e. 1st Bde, 21st Inf Div:

(1) On order, move by air to occupy positions along line DANCE vacated by 1st Bde.

(2) Prevent guerrilla escape from encirclement and support 1st Bde attacks to destroy guerrillas.

(3) Be prepared to conduct search from line DANCE to KAMPONG SAOM River to locate evaders and to destroy base camp and tunnel complexes.

f. TF Manly:

(1) Move by Highway 18 to area CAT; occupy line DANCE in zone at 070730 February; prevent escape of guerrillas.

(2) Provide security for movement of 1-45 Arty and 1-46 Arty to area CAT.

(3) Release 1-81 Mech and 1-21 Cav (—) to 1st and 2d Bde, respectively, at 070730 February.

(4) Retain one armored cavalry troop, 1-21 Cav (—), for security of area CAT.

(5) Coordinate defense of all units in area CAT.

(6) Construct rafts and raft sites vic coordinates 661308 and 640298.

g. D/1-21 Cav: provide surveillance of division TAOR and AO HOT TODDY.

h. Arty:

(1) FA:

(a) 1-45 Arty: op con TF Manly for move to area CAT. DS 1st Bde.

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(OPORD 18—20th Inf Div)

(b) 1-46 Arty: op con TF Manly for move to area CAT. DS 2d Bde.

(c) 1-47 Arty: DS 3d Bde.

(d) 1-48 Arty: GS.

(e) 2-611 Arty: GSR 1-45 Arty, provide LO to TF Manly.

(f) 2-661 Arty: GS.

* * * * *

(2) ADA: 1-439 Arty (Vulc) (-): continue present missions, OPORD 12.

(3) Annex C, Fire Support.

i. 20th Avn Bn-Gp:

(1) Assist 1st Bde, 2d Bde, and 1st Bde, 21st Inf Div, in planning and execution of the airmobile portion of this operation.

(2) Provide aircraft to move the committed units of the 1st Bde and assault elements of the 2d Bde in one lift. Immediately following the first lift, provide aircraft to lift the remaining elements of the 2d Bde.

(3) On order, provide aircraft to lift the 1st Bde, 21st Inf Div, from present location to positions along line DANCE.

(4) During phases II, III, and IV of this operation, maintain the capability to lift the assault elements of one infantry battalion from area PEAR on 30 minutes' notice.

(5) Coordinate the employment of all assigned and attached Army aviation for this operation.

(6) Annex D, Army Aviation.

j. 101st Avn Gp: support 20th Avn Bn-Gp during Operation EASY DAY.

k. 20th Engr (-): Annex E, Engineer.

l. Res: on order, one infantry battalion, 2d Bde. Be prepared for commitment by airmobile assault on 30 minutes' notice.

m. Coordinating Instructions.

(1) Task organization and missions assigned by OPORD 12, except as amended herein, remain in effect. Upon completion of Operation EASY DAY, be prepared to resume task organization and missions specified by OPORD 12.

(2) No physical reconnaissance will be made of the operational area without approval of this headquarters prior to 070630 February.

(3) Units coordinate movement along Highway 18 with TF Manly.

(4) Units report movement plans to this headquarters prior to 062400 February.

(5) Annex F, Tactical Cover and Deception.

4. ADMINISTRATION AND LOGISTICS

Annex G, Administration; Annex H, Civil Affairs.

5. COMMAND AND SIGNAL

a. Annex I, Signal. Index 1-4, SOI.

b. Command.

(1) Division main CP remains at SUNG.

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(OPORD 18—20th Inf Div)

(2) Division tactical CP opens in area CAT (682288) effective 070730 February.

Acknowledge.

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Annexes: A—Intelligence (omitted)
B—Operation Overlay (omitted)
C—Fire Support (omitted)
D—Army Aviation (omitted)
E—Engineer (omitted)
F—Tactical Cover and Deception (omitted)
G—Administration (omitted)
H—Civil Affairs (omitted)
I—Signal (omitted)

Distribution: A
21st Inf Div
1st Bde, 21st Inf Div
101st Avn Gp

OFFICIAL:

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WALK
G3

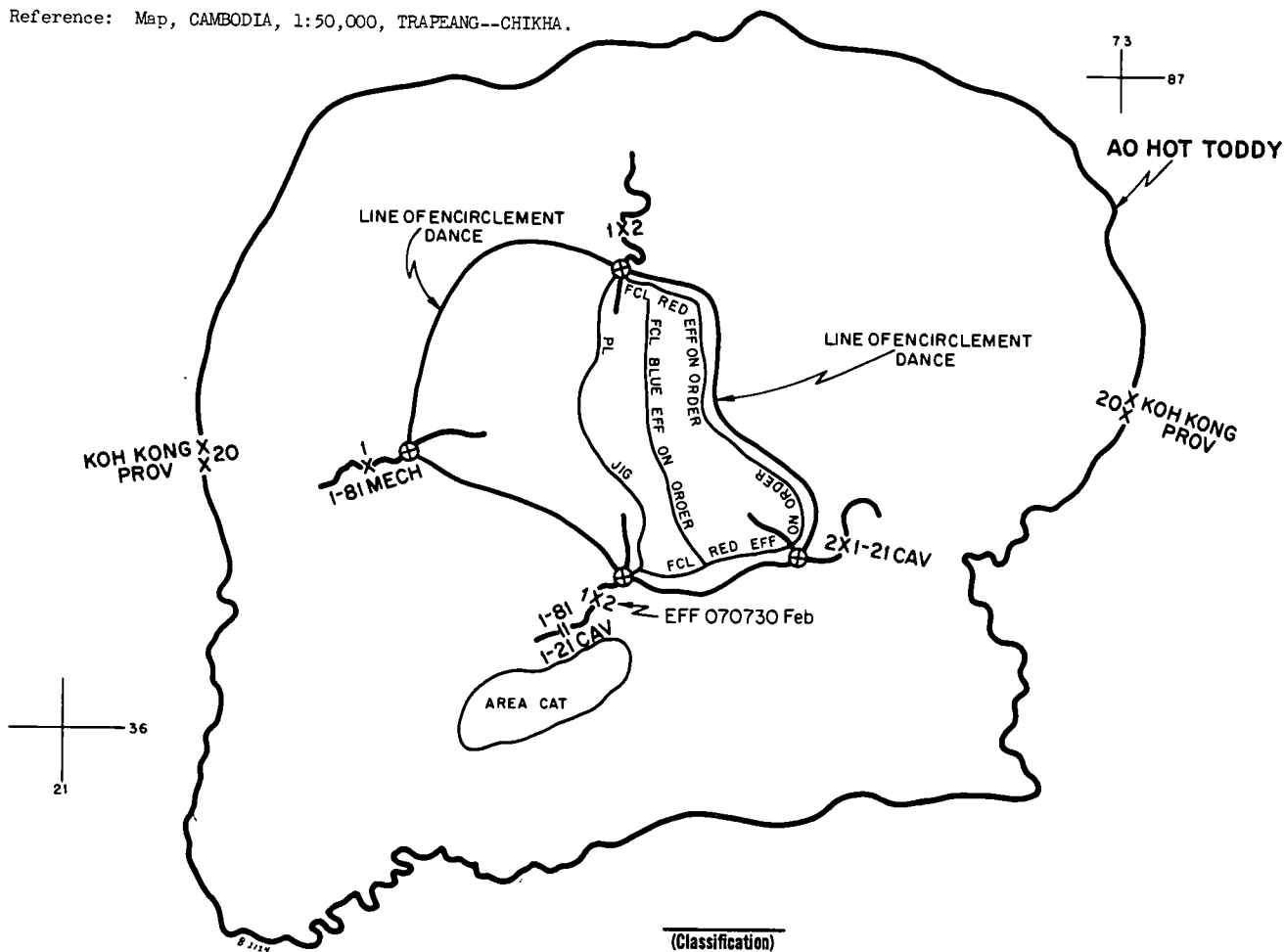
(Classification)

Annex B (Op Overlay) to OPORD 18--20th Inf Div

(Classification)

Annex B (Op Overlay) to OPORD 13--20th Inf Div

Reference: Map, CAMBODIA, 1:50,000, TRAPEANG--CHIKHA.



Example H-9. FASCOM Operation Order

(Classification)

* * * * *

OPORD 15

* * * * *

1. SITUATION

* * * * *

2. MISSION

FASCOM provides combat service support, less construction support and the supply of water and maps, to 30th Army in its operation to secure the HASSETCHE (FA5541)—DEIR EZ ZOR (FV0312) road.

3. EXECUTION

a. Concept of Operation.

(1) The operation will be supported initially with one support brigade supporting each corps and the rest providing the army base.

* * * * *

b. 1st Spt Bde:

(1) Provide combat service support to—

52d Mech Div

53d Mech Div

23d Armd Div

201st Armd Cav Regt

(2) Support 23d Armd Div and 53d Mech Div with one group located vicinity AAZAZ (CA2551).

(3) Support 52d Mech Div and 201st Armd Cav Regt with one group located vicinity NEGHAOULE (CA2127).

h. 80th Med Bde: establish class II and IV supply point vicinity QATMA (CA1752).

* * * * *

1. Coordinating Instructions.

(1) All classes except class V—unit distribution.

(2) Class V—supply point distribution.

(3) Provide supported units with locations of combat service support units, opening and closing times, distribution schedule, and other information necessary for supported units to obtain required combat service support.

* * * * *

(Classification)

Section III. EXAMPLES OF OTHER ORDERS

Example H-10. Administrative Order, Field Army

(Classification)

Copy No 6 of ____ copies
 10th Army
 HOMBURG (LV7963), GERMANY
 110800 May 19____
 HL 310

ADMINO 7

References: Map, FRANCE and GERMANY, UTM 1:250,000, AMS
 Series M562, M501, M508;
 OPORD 7.

Time zone: ZULU

1. GENERAL

a. This administrative order provides for the combat service support of 10th (U.S.) Army in its operation to secure DRESDEN (* * *) and PRAGUE (* * *).

b. 10th FASCOM provides combat service support to 10th Army units as follows:

- (1) 1st Spt Bde (Corps) spt—
 - 1st Corps units
 - 17th Inf Div
 - 52d Mech Div
 - 53d Mech Div
 - 23d Armd Div
 - FASCOM units in 1st Spt Bde area.
- (2) 2d Spt Bde (Corps) spt—
 - 2d Corps units
 - 15th Inf Div (on arrival)
 - 18th Inf Div
 - 54th Mech Div
 - 25th Armd Div
 - FASCOM units in 2d Spt Bde area.
- (3) 10th Spt Bde (Army) spt—
 - HQ Co, 10th Army
 - 201st Armd Cav Regt
 - 1st Bn (Persh), 305th Arty
 - 43d Arty Bde (AD)
 - 401st Arty Gp (AD)
 - 402d Arty Gp (AD)
 - HHC, 28th ASA Gp
 - 256th ASA Co (Op) (A)
 - 258th ASA Co (Proc)
 - 259th ASA Co (Scty)
 - 235th MI Bn (Air Recon Spt) (Army)
 - 236th MI Bn (Army)
 - 140th Avn Co (Army)

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150th Avn Co (ATC) (Army)
 HHD, 301st Cml Bn (Smoke Genr)
 HHC, 50th Engr Bde
 58th Engr Gp (Cbt) (3 bn)
 59th Engr Gp (Cbt) (4 bn)
 20th Sig Bde (Army)
 280th PSYOP Bn

FASCOM units in 10th Spt Bde area.

c. FASCOM provides supported units appropriate details of locations of combat service support units, opening and closing times, distribution schedules, and other information necessary for supported units to obtain required combat service support.

d. Supported units inform supporting FASCOM units of pending displacement as soon as practicable; supporting units are responsible for informing supported unit of new arrangements, as necessary, for obtaining combat service support.

e. Brigade support areas, Annex A, Administrative Overlay.

f. Annex B, Traffic Circulation and Control.

2. MATERIEL AND SERVICES

a. Supply.

(1) Class I.

(a) Unit distribution.

(b) Three-day supply at DS level; 7-day supply at GS level.

(c) Resupply based on unit strength reports. Supported units make special requirements known to appropriate SCC or DS supply element.

(d) Essential comfort supplies, including tobacco and toilet items, will be issued gratuitously with rations.

(e) Water purification tablets will be supplied with rations.

(f) Units obtain water from WSP only. Annex A, Administrative Overlay.

(2) Classes II and IV.

(a) Unit distribution.

(b) Two-day supply at DS level; 8-day supply GS level less repair parts, construction materials, artillery, and vehicles.

Repair parts: 15-day supply of specified items at DS and GS levels.

(c) Construction materials. Three-day supply at DS level; 5-day supply at GS level; priority to 2d Corps.

(d) Artillery and vehicles. Armored vehicles and 5-ton LWB controlled items; submit requisition copy to G4 with information copy to supporting SCC.

(e) Major critical shortages exist in electronics repair parts for fire control and surveillance equipment and in repair parts and replacement components for general-purpose vehicles and armored personnel carriers. Commanders will give personal emphasis to proper operation and user maintenance on these types of equipment.

(Classification)

(Classification)

(ADMINO 7—10th Army)

(3) Class III.

(a) Unit distribution to DS level; supply point distribution to users.

(b) Bulk class III. Two-day supply at DS level; 5-day supply at GS level.

(c) Packaged class III. Two-day supply at DS level; 8-day supply at GS level.

(d) Priority to 2d Corps.

(4) Class V.

(a) Supply point distribution.

(b) Three-day supply at DS level; 7-day supply at GS level.

(c) 1st Spt Bde (Corps) establishes three ASP/MOBASP and two SASP in support of 1st Corps. 2d Spt Bde (Corps) establishes three ASP/MOBASP and three SASP in support of 2d Corps. Units in army service area draw class V from DS/GS ammunition supply installations on area basis. Annex A, Administrative Overlay.

(d) Available supply rates 10-22 June:

1. 155-mm how, HE-120.

2. 4.2-inch mortar, HE-45.

3. Other types—ASR is RSR.

(e) Special ammunition. Annex C, Special Ammunition.

(5) Maps. 10th Army SOP.

(6) Excess supplies. All units report to SCC weekly by 1800 Sunday as of 2400 Saturday.

(7) ICC. NEUSTADT (MV3867).

(8) Adjutant General, 27th AG Admin Cen, vic SAMUR (YT-2040).

b. Transportation.

(1) MSR and traffic circulation. Annex B, Traffic Circulation and Control.

(2) Terminals. Annex A, Administrative Overlay.

(3) FASCOM motorizes 15th Inf Div on order.

(4) Convoys of 10 or more vehicles prohibited on army MSR without permission from traffic regulating headquarters.

(5) Requests for delivery of supplies by helicopter will be forwarded to spt brigade SCC.

(6) Requests for emergency airdrop of supplies will be submitted directly to FASCOM ICC.

(7) FASCOM MCC, vic HOMBURG (LV7963).

c. Services.

(1) Construction.

(a) No permanent-type construction will be undertaken. Construction effort will be limited to minimum-essential work. Local facilities will be used as required and in accordance with civil affairs policies.

(b) Annex D. Engineer.

(2) Field service. Annex A, Administrative Overlay.

(Classification)

(Classification)

(ADMINO 7—10th Army)

d. Maintenance.

(1) Priority signal and wheel and track vehicle maintenance to 2d Corps.

(3) Facilities and collecting points. Annex A, Administrative Overlay.

e. Labor. Maximum use will be made of local labor in support of military in accordance with theater policies. Refugees will be employed to the maximum practicable.

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

(1) 80th Med Gp at MA7119 vic PFUNGSTADT (***): provide medical support to 1st Corps and local troops, provide ambulance and helicopter evacuation for 1st Corps, evacuate medical installations 1st Corps area, provide neuropsychiatric treatment as required, and provide holding facilities.

* * * * *

(3) 83d Med Gp at LV7162 vic KIRKEL (***): provide medical support to army and local troops, provide ambulance evacuation for army and local troops, evacuate medical installations located in army service area, provide neuropsychiatric treatment as required, and provide holding facilities.

(4) Ambulance trains, rail. Operate from—

(a) BAD KREUZNACH (MA1822); five trains.

* * * * *

(d) BUDDENHEIM (MA4242); three trains.

(5) Aeromedical evacuation. USAF troop carrier air terminals located at—

(a) MA4146 vic MAINZ (FINTHEN) (***): capacity 500.

* * * * *

(d) MV6161 vic SPEYER (***): capacity 500.

(6) Dispensary units support local troops.

(a) 8927th Disp, PIRMASENS (LV9851).

* * * * *

(i) 8928th Disp, HOMBURG (LV963).

(7) 828th Med Co (Clr) (2d and 3d Plat) at MV5658 vic SPEYER—

(a) Operates provisional holding unit.

(b) Provides area medical service.

(c) Provides in-flight (helicopter) medical care of casualties.

* * * * *

(9) 3d Plat, 828th Med Co (Clr) at MA2221 vic BOSENHEIM (***).

* * * * *

(10) Evacuation routes.

(a) MSR. Annex B, Traffic Circulation and Control.

(Classification)

(Classification)

(ADMINO 7—10th Army)

(b) Alternate evac routes via—

1. Highway bridges at WORMS (MV5599) and GERMER-SHEIM (MV5552).

2. Ferry crossings (1st Corps) at MA5324 vic GEINSHEIM at MA6211 vic GERNESHEIM, at MV5599 vic WORMS, and at MV5889 vic SANDHOFFEN (***).

3. Ferry crossings (2d Corps) at MV4932 vic MAXIMILANSAU (***), at MV5552 vic GERMENSHEIM, at MV5341 vic LEIMENSHEIM (***), and at MV6373 vic WALDSEE (***).

(11) 843d Med Co (Coll) at MA712 vic DARMSTADT (***):

(a) Spt 413th Trans Bn (Trk at MV5683 vic LUDWIGSHAFFEN (***); at onload and offload sites.

(b) Provide in-transit medical attendants.

(c) Spt RHINE River crossings on MSR and alternate evacuation routes, 1st Corps.

(12) 844th Med Co (Coll) at MV6544 vic KARLSDORF (***):

* * * * *

b. Hospitalization.

(1) Evacuation hospitals.

(a) 8613th Evac Hosp at MA6849 vic HOCHST (***): spt 52d Mech Div.

* * * * *

(b) 8617th Evac Hosp, MUNCHWEILLER (MV0522): reinforce 2d Corps; spt local troops.

(2) MASH. FASCOM provides one MASH in direct support each assault division.

c. Annex E, Medical.

4. PERSONNEL

a. Maintenance of Unit Strengths.

(1) Emergency requisitions when battalion-size units and larger fall below 70 percent of authorized strength.

(2) Individual replacements available: 1,200; 100 programed for each division. Unit replacement available: one mechanized infantry battalion.

(3) Critical shortages in helicopter mechanics and some signal specialists, principally radio repairmen.

b. Personnel Management.

(1) Personnel procedures. Division commanders are authorized to make battlefield appointments to second lieutenant. Temporary promotion up to the grade of colonel is authorized if person concerned has served satisfactorily for 3 months in the position to which promotion is recommended. Approval of promotion to lieutenant colonel and colonel by 10th Army. Promotion of NCO's authorized not to exceed TOE authorization.

(2) Civilian personnel. Civilian personnel hired only after clearance by S2 (G2) of unit concerned. Civilian labor will not be used within 25

(Classification)

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(ADMINO 7—10th Army)

kilometers of the forward areas and in division areas except by specific authority of 10th Army. Labor camps, not to exceed 1,000 men each, will be established as required.

(3) Prisoners of war.

(a) Army prisoner-of-war cage vic CARLSBERG (MV3884).

(b) Army troops evacuate to nearest division collecting point or army enclosure. FASCOM will evacuate from division collecting point.

c. Development and Maintenance of Morale.

(1) Morale and personnel services.

(a) Skillful enemy propaganda has been broadcast. Commanders will make a positive effort to reduce the effects of the enemy psychological warfare campaign.

* * * * *

(2) Graves registration.

(a) Army cemetery vic STIENBERG (LV6489).

(b) Civilian dead to local civilian authorities for disposition.

(c) FASCOM evacuates from division collecting points.

d. Maintenance of Discipline, Law and Order.

(1) Commanders will give special attention to the problem of illegal sales and bartering of military supplies and equipment.

(2) All troops will be indoctrinated on arrival in 10th Army area on the characteristics and customs of the local population.

(3) Claims by indigenous personnel in the 10th Army area will be settled by U.S. forces. Divisions and army troops will investigate claims and will refer claims to 10th Army Headquarters for settlement.

(4) Only Allied military scrip will be used by U.S. forces.

5. CIVIL AFFAIRS

a. (1) 20th CA Bde vic NEUSTADT (MV3867) will provide command support for 10th Army. Area support platoons are available on request of divisions.

(2) Command support companies from the 20th CA Bde will provide civil affairs support for each division.

b. Civil affairs operations will be in accordance with the following specific policies:

(1) Local resources will be protected. Local procurement will be limited to labor and to engineer-type class IV items required to maintain the lines of communications.

(2) Dealings with civilians at all levels of command will be coordinated through civil affairs channels.

(3) Commanders are authorized to requisition and issue supplementary military rations for emergency relief at the rate of 1 ton of small unit rations per 1,000 persons daily. Basis of distribution will be two-thirds ration per day for labor employed by U.S. forces and one-third ration per day for others. After D+45, civilian rations for relief will be made available through civil affairs channels. Medical supplies may be requisi-

(Classification)

(Classification)

(ADMINO 7—10th Army)

tioned for civilian use until D+45, after which medical supplies for civilians are expected to be available through civil affairs channels. Military aid stations will administer emergency treatment to civilians in the interest of humanity and as the tactical situation will permit, pending rapid movement of such emergency cases to civilian facilities.

(4) Mass evacuation of civilians will be on the order of division or higher commanders only. Mass evacuation beyond division boundaries will be made only on approval of 10th Army.

(5) Civilian transportation will be used wherever possible for movement of emergency civilian supplies; military transportation may be used on an emergency basis.

c. Displaced persons and refugee assembly areas. Appendix 1 to Annex F, Civil Affairs.

d. Off-limit areas:

(1) KAISERSLAUTERN (MV0476).

(2) HOMBURG (LV7963).

e. Annex F, Civil Affairs.

6. MISCELLANEOUS

a. Army rear boundary. Annex A, Administrative Overlay.

b. Rear area security. OPORD 8.

c. Area damage control. Annex G, Area Damage Control.

Acknowledge.

TANGO

GEN

Annexes: A—Administrative Overlay (omitted)

B—Traffic Circulation and Control (omitted)

C—Special Ammunition (omitted)

D—Engineer (omitted)

E—Medical (omitted)

F—Civil Affairs (omitted)

G—Area Damage Control (omitted)

Distribution. A

OFFICIAL:

/s/Papa

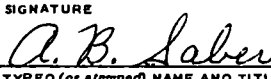
PAPA

G4

(Classification)

Example H-11. Fragmentary Order, Armored Division

(Classification)

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER	
SECURITY CLASSIFICATION (Classification)					
TYPE MSG	BOOK	MULTI	SINGLE		
		M			
PRECEDENCE					
ACTION IMMEDIATE					
INFO PRIORITY				DTG	
FROM: CG 23D ARMD DIV				SPECIAL INSTRUCTIONS	
TO: CO 1ST BDE CO 2D BDE * * * *				INFO: CG 1ST (US) CORPS CG 52D MECH DIV * * * *	
AB12 REF: OPORD 11. Changes in task organization TF 1-13 attached 3 Bde 1. Enemy force estimated to be 1 tank regiment delaying advance 2d Bde. 2. 3d Bde: Bypass 2d Bde on north, attack 171530 June to secure objective 1. One 155-mm how/B/1-KT weapon assigned. 3. Div Arty: 1-52 Arty DS 3d Bde. 4. New 23d Armd Div - 52d Mech Div boundary: present 1st Bde - 3d Bde, 23d Armd Div, boundary west of PL CEDAR; and PL CEDAR (autobahn exclusive) northeast to RJ at MC705563; and then railroad to MC792708. 5. Acknowledge.					
				DATE	TIME
				17	1415
				MONTH	YEAR
				June	19
				PAGE NO.	NO. OF PAGES
				1	1
D R A F T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE	
	V. H. Cannon MAJ Armor Asst G3		Hawk 33	 TYPEO (or stamped) NAME AND TITLE A. B. Saber LTC, GS G3	
SECURITY CLASSIFICATION (Classification)				REGRAOING INSTRUCTIONS	

DD FORM 1 NOV 55 173

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

(Classification)

Example H-12. Warning Order, Infantry Division

JOINT MESSAGEFORM				RESERVED FOR COMMUNICATION CENTER	
SECURITY CLASSIFICATION (CLASSIFICATION)					
TYPE MSG	BOOK	MULTI	SINGLE		
	B				
PRECEDENCE					
ACTION IMMEDIATE					
INFO				DTG	
FROM: CG 20TH INF DIV TO: CO 1ST BDE CO 2D BDE CO 3D BDE CO DIV ARTY CO DISCOM CO 1-21 CAV CO 20TH AVN CO 20TH SIG CO 20TH ENGR CO 20TH MP CO CO 400TH TRANS BN (TRK) Division moves night 5--6 Aug to assembly area east of the ODER River vicinity of OPPELN (YR1016) and prepares to advance early 7 Aug in zone to secure crossings over the WARTA River to cover the deployment of 1st Corps. Five transportation truck companies attached effective 051900. Road movement plan and operation plan issued at commander's conference at 051300.				SPECIAL INSTRUCTIONS DISTR: G1, G2, G4, G5	
				DATE	TIME
				5	0800Z
				MONTH	YEAR
				Aug	19
				PAGE NO.	NO. OF PAGES
				1	1
D R A F T E R	TYPED NAME AND TITLE		PHONE	SIGNATURE	
	Robert Young MAJ, Asst G3		Hawk 3		
				TYPED (or stamped) NAME AND TITLE L. Wallace LTC G3	
SECURITY CLASSIFICATION (CLASSIFICATION)				REGRAIDING INSTRUCTIONS	

DD FORM 173
1 NOV 63

REPLACES EDITION OF 1 MAY 55 WHICH WILL BE USED.

GPO 1964 O-223-087

Example H-14. Historical Example of a Letter of Instructions

(Classification)

4 January 1945

LETTER OF INSTRUCTIONS
TWELFTH ARMY GROUP

SUBJECT: Letter of Instructions Number Twelve

TO: Commanding General, First Army APO #230, U.S. Army
Commanding General, Third Army APO #403, U.S. Army

1. When junction is effected between elements of the First and Third Armies in the HOUFFALIZE area, the First Army will come under command of Twelfth Army Group. It is proposed that the boundary between the armies will extend east along L'OURTHE River—OURTHE P7478-RJ at P822825-ST. VITH P8588—SCHONBERG P9588—HALLSCHLAG L0896 (all inclusive to First Army). (See overlay.)
2. Twelfth Army Group will destroy enemy troops trapped west of HOUFFALIZE and continue the attack to the northeast on ST. VITH.
3. a. First Army, leaving sufficient forces to destroy the enemy trapped in its zone, will continue its attack towards ST. VITH assisted by an attack from the MALMEDY area.
b. Third Army, defending along the line of the SAAR, MOSELLE, and SAUER Rivers, and leaving sufficient forces to destroy the enemy trapped in its zone, will continue the attack toward the northeast and protect the right flank of the First Army.
4. Upon the capture of ST. VITH, it is proposed to continue the attack to the northeast to the RHINE River in the vicinity of BONN; First and Third Armies abreast on the front PRUM-MONSCHAU.

BY COMMAND OF LIEUTENANT GENERAL BRADLEY:

LEVEN C. ALLEN
Major General, GSC
Chief of Staff

OFFICIAL:

A. FRANKLIN KIBLER
Brigadier General, GSC
AC/S, G-3

1 Incl—Annex 1, Overlay (Omitted)

(Classification)

Section IV. EXAMPLE ANNEXES TO ORDERS

Example H-15. Intelligence Annex to Division Operation Order (Annex issued as a separate document)

(The format used in this annex is based on STANAG 2098.)

(Classification)

(Note 1)

Copy No 4 of ____ copies

20th Inf Div

ZELLE (4671), BUTTANO

101900 September 19____

BQ 13

Annex A (Intel) to OPORD 24

Reference: Map, BUTTANO, 1:50,000, ZELLE-PAGT Sheet.

1. SUMMARY OF ENEMY SITUATION

INTSUM 55 and Appendix 1, Situation Overlay.

2. ESSENTIAL ELEMENTS OF INFORMATION

a. Essential Elements of Information. Will Aggressor reinforce his forces along the FLOOD River before the time of attack? If so, when, where, and with what forces? Special attention to the mechanized regiment and the medium tank regiment in vicinity of BURG (***).

b. Other Intelligence Requirements (not in priority).

(1) Will Aggressor continue to defend in his present positions? If so, how will he organize the ground, and with what troops? Special attention to locations and activities of reserves, and to vulnerability to nuclear attack.

(2) Will Aggressor attack prior to 110500 September? If so, when, where, and in what strength? Special attention to the axis Hill 536 (***)—Hill 524 (***)—CR 981 (***).

(3) Will Aggressor employ nuclear weapons against us? If so, when, where, how many, of what yields, and by what delivery means?

(4) Will Aggressor use chemical or biological agents? If so, what agents, when, how, and where?

3. INTELLIGENCE ACQUISITION TASKS

a. Orders to Attached and Subordinate Units.

(1) 2d Bde:

(a) Report as obtained.

1. Status of construction of defensive positions and minefields on and to the east of the FLOOD River.

2. Location and size of ammunition dumps and location, size, and content of engineer equipment parks.

3. Clearing of lanes through obstacles within Aggressor position in division zone.

4. Number, size, composition, and time observed of enemy patrols.

5. Activity and size of units blocking our patrolling in forward areas.

6. The interception of any enemy patrols equipped for chemical and biological activity.

(Classification)

(Classification)

(Anx A (Intel) to OPOD 24—20th Inf Div)

(h) All chemical and biological supply movement and dumping in zone.

(i) The presence of enemy troops carrying protective masks or wearing protective clothing or both.

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS, AND MATERIEL

a. Prisoners of War. Prisoners of war from the 58th Arty Div will be reported to division G2 without delay.

b. Captured Materiel. Enemy manufactured VT fuzes and electronic warfare equipment will be safeguarded and reported to division G2 without delay.

5. DOCUMENTS AND/OR EQUIPMENT REQUIRED

a. Maps. SOP distribution of map (BUTTANO, 1:50,000, ZELLE-PAGT).

b. Photos. Following airphotos will be furnished:

(1) Basic cover of division zone (1:10,000 approximately).

(a) Six copies each brigade and division artillery.

(b) One copy each tank battalion, mechanized infantry battalion, 1-21 Cav, 20th Avn, division engineer, and division signal officer.

(2) Annotated airphotos distributed automatically as available.

(3) Requests for preplanned airphoto missions due at division CP by 1400 daily, effective 11 September.

c. Appendix 2, Air Reconnaissance.

6. COUNTERINTELLIGENCE

a. All units coordinate use of Army aircraft through division TOC to reduce number of aircraft in air over division zone prior to attack.

b. Appendix 3, Counterintelligence.

7. REPORTS AND DISTRIBUTION SOP

8. MISCELLANEOUS

Continuous radio monitoring starting 110600 September and continuing until further notice from this headquarters.

Acknowledge. (Note 1)

ABLE (Note 1)

MG

Appendixes: 1—Situation Overlay (omitted)

2—Air Reconnaissance (omitted)

3—Counterintelligence (omitted)

Distribution: Same as OPOD 24. (Note 1)

OFFICIAL:

/s/Guest

GUEST (Note 1)

G2

NOTE 1: Required only when the annex has a wider distribution than the order or is being distributed separately from the order.

(Classification)

Example H-16. Fire Support Annex to Division Operation Order (Issued with the operation order)

(Classification)

Annex B (Fire Support) to OPORD 2—20th Inf Div

Reference: Map, BAHA, 1:50,000, CAPE FORTH—ATHENAL Sheet 4224 IV.

1. SITUATION

a. Enemy Forces.

(1) Annex A (Intelligence) to OPORD 2.

(2) Enemy is capable of attacking fire support delivery units with air-, missile-, and cannon-delivered nuclear weapons. Enemy air capable of 40 bomber and 150 fighter-bomber sorties per day in zone of 1st Corps.

b. Friendly Forces.

(1) 1st Crops attacks 140430 Sep with the 20th Inf Div on the east and 21st Inf Div on the west, secures north bank of the IDAWANA River, and destroys enemy in zone.

(2) 9th TAF supports 30th Army with minimum allocation of 300 close air support sorties daily for the period 140400 to 152000 Sep. Priority to 1st Corps until north bank of IDAWANA River is secure.

(3) Artillery support.

(a) 1st Bn (Persh), 305th Arty: GS 30th Army; priority of fires to 1st Corps.

(b) 23d Armd Div Arty: GSR 20th Inf Div Arty; on order, revert to 23d Armd Div control.

(c) 63d Arty Gp: reinf 20th Inf Div Arty.

(4) Naval gunfire support: Naval Fire Support Group (TG 38.1) supports 1st Corps; Fire Support Unit Two (TU 38.12) provides support to 20th Inf Div.

c. Attachments and Detachments. Attached effective 131900 Sep:

(1) 1st Bn (105, SP), 611th Arty.

(2) 2d Bn (155, SP), 631st Arty.

2. MISSION

Artillery with the division and supporting fire elements support 20th Inf Div operations with nuclear and conventional artillery, air support, naval gunfire support, and air defense support.

3. EXECUTION

a. Concept of Operation.

(1) Maneuver. OPORD 2.

(2) Fires. At H-30 minutes, division will employ one MRC/2-KT weapon on enemy forces on Hill 374 (191395) and one MRC/.5-KT weapon on Hill 412 (224410). A 25-minute nonnuclear preparation will be fired beginning at H-20 minutes. Initial division reserve consists of two 2-KT weapons.

b. Air Support.

(1) General. Sixteen fighter-bombers on air alert from H to H+1 hour over corps zone to be assigned missions as approved by corps tactical operations center. Armament—mixed load.

(2) Allocations. Priority of air support to 20th Inf Div for period 140400 to 140900 Sep.

(Classification)

(Classification)

(Anx B (Fire Spt) to OPORD 2—20th Inf Div)

(3) Appendix 1, Air Fire Support.

c. Arty Support.

(1) Field arty.

(a) General. Artillery will support the attack with a nuclear preparation at H-30 minutes. A nonnuclear preparation will be fired from H-20 minutes to H+5 minutes.

(b) Organization for combat.

1. Division artillery

1-45 Arty: DS 1st Bde.

1-46 Arty: DS 2d Bde.

1-47 Arty: GSR 1-45 Arty: on order, DS 3d Bde.

1-48 Arty: GSR 1-46 Arty.

1-49 Arty: GS.

1-611 Arty: reinf 1-45 Arty: on order, reinf 1-47 Arty.

1-631 Arty: GS.

2. Reinf artillery:

63d Arty Gp:

1st Bn (8, SP), 611th Arty

1st Bn (8, SP), 612th Arty

2d Bn (155, SP), 631st Arty

1st Bn (155, Towed), 651st Arty

(c) Miscellaneous.

1. 1-45 Arty will plan the fires of 1-47 Arty and 1-611 Arty for the preparation only.

2. 1-46 Arty will plan the fires of 1-48 Arty from H-10 minute to H+5 minutes.

3. Appendix 2, Artillery Fire Support.

(2) ADA: Appendix 3, Air Defense Artillery Fire Support.

d. Naval Gunfire Support.

(1) General. Fire Support Unit Two (TU 38.12) support the attack beginning at H-1 hour; H-20 minutes to H+5 minutes support the attack with preparation.

(2) Allocation of naval gunfire support:

One heavy cruiser (CA): GS division until released on corps order.

One destroyer (DD): DS 1st Bde.

(3) Miscellaneous. Appendix 4, Naval Gunfire Support.

e. Nuclear Support.

(1) Allocation.

1st Bde ----- 1 FFR/10 KT

2d Bde ----- 1 FFR/20 KT

(2) Appendix 5, Nuclear Fire Support.

f. Coordinating Instructions.

(1) Units allocated nuclear weapons are authorized to disperse and expend them.

(Classification)

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(Anx B (Fire Spt) to OPORD 2—20th Inf Div)

(2) Notification of nuclear fires will be through command fire direction channels.

(3) Fire support appendixes to division FSE prior to 132200 Sep.

(4) Report of poststrike analysis of targets to division FSE.

(5) Counterbattery tactics: status—active; criteria—to be announced.

4. ADMINISTRATION AND LOGISTICS

a. Annex D (Administration) to OPORD 2.

b. Available supply rate:

105-mm	-----	150
155-mm	-----	120
8-in	-----	60

Other types, no restriction.

5. COMMAND AND SIGNAL

a. Signal.

(1) Index 1-14, SOI.

(2) Emergency signal for lifting fires—green star cluster.

(3) Normal radio traffic prior to attack.

(4) Annex F (Signal) to OPORD 2.

b. Command.

(1) FSE—Division main CP.

(2) Division Artillery CP (initial)—LE190360.

Appendixes: 1—Air Fire Support (omitted)

2—Artillery Fire Support (omitted)

3—Air Defense Artillery Fire Support (omitted)

4—Naval Gunfire Support (omitted)

5—Nuclear Fire Support (omitted)

(Classification)

Example H-17. Air Fire Support Appendix to Fire Support Annex to
Field Army Operation Order

(Classification)

Appendix 1 (Air Fire Support) to Annex D (Fire Support) to OPORD
3—1st Army

Reference: Map, Central EUROPE, 1:250,000, KASSEL—HALLE Sheet.

Task organization: Tab A, Organization 9th TAF.

1. SITUATION

a. Enemy Forces. Annex B (Intelligence) to OPORD 3.

b. Friendly Forces.

(1) 9th TAF supports 2d Army Gp.

(2) 10th TAF (Trp Carr) conducts missions throughout 9th TAF
area of responsibility.

c. Attachments and Detachments. Tab A, Organization 9th TAF.

2. MISSION

9th TAF conducts tactical air operations to include counterair, interdiction, and close air support of 1st Army.

3. EXECUTION

a. Concept of Operation.

(1) Effective immediately available air support will concentrate attacks with first priority to enemy surface-to-surface missile sites and to air interdiction operations against enemy rail and road movement capabilities west of HORTHEIMERFURT (***)—NURNBERG (***) with emphasis on MAIN River crossings. Second priority against known enemy force concentrations beyond artillery range with special emphasis to mechanized units vicinity ASCHAFFENBERG (***), BAD MERGENTHEIM (**), EBERBACH (***), and the armored corps vicinity NURNBERG.

(2) Estimated 168 tactical fighter sorties available for close air support; and 160 tactical fighter sorties, 40 tactical bomber sorties, and 30 tactical missiles available for interdiction on 24 May.

(3) Priorities for air support are 1st Corps, 2d Corps, and 3d Corps.

b. 1st Corps:

(1) Three flights of eight tactical fighters each, load 5, reporting to corps ALO at 1500, 1600, and 1700 hours.

(2) Tab B, Preplanned Counterbattery and Close Air Support Missions.

c. 2d Corps:

(1) Eight tactical fighters, load 6, available on call for column cover for 23d Armd Div when committed. Control by column FAC through division ALO.

(2) Tab B, Preplanned Counterbattery and Close Air Support Missions.

d. 3d Corps: Tab B, Preplanned Counterbattery and Close Air Support missions.

e. Immediate Air Support Missions. Thirty-two tactical fighters on strip alert available after 250700 May. Tab C, Preplanned Interdiction Missions.

(Classification)

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(App 1 (Air Fire Spt) to Anx D (Fire Spt) to OPORD 3—1st Army)

f. Coordinating Instructions.

(1) Current and preplanned fire support coordination lines: Tab D, Interdiction Lines, Areas, and Bomblines.

(2) TACP's for 1st, 2d, and 3d Corps available 231800 May as required.

(3) Corps and division notify this headquarters 30 minutes prior to time required for "on-call" missions.

4. ADMINISTRATION AND LOGISTICS

ADMINO 4.

5. COMMAND AND SIGNAL

a. Signal.

(1) Annex H (Signal) to OPORD 3.

(2) ACT call words and frequencies, 1st Army SOI.

(3) 9th TAF call words and frequencies, 1st Army SOI.

(4) Emergency code word to stop airstrike, 1st Army SOI.

(5) Emergency signal to stop airstrike, 1st Army SOI.

(6) Target marking, 1st Army SOI.

b. Command.

(1) Annex C (Operation Overlay) to OPORD 3.

(2) Alternate location of TOC to be announced.

Tabs:¹ A—Organization 9th TAF (omitted)

B—Preplanned Counterbattery and Close Air Support Missions

C—Preplanned Interdiction Missions (omitted)

D—Interdiction Lines, Areas, and Bomblines (omitted)

¹Tabs may be distributed separately. Tab B and Tab C are revised daily. Tab A and Tab D are revised as required.

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Tab B (Preplanned Counterbattery and Close Air Support Missions) to Appendix 1 (Air Fire Support) to Annex D (Fire Support) to OPORD 3—1st Army

TOT number	Mission/target	Location	TOT	Acft and armament	Air unit call word	Control/remarks
1A-1-21	Ground alert	To be designated	On call after 220700	32 tac ftr loads 2, 4, 5	UTAH-G VOODOO-F-G BUCKEYE-D-E	To be designated
115-8-21	Roadblock, 6 at guns and 4 AW	MA7327	220700	8 tac ftr load 4	UTAH-A	15th Inf Div, FAC Underwood
*	*	*	*	*	*	*
25-18-21	Regt command post	MA7545	220800	8 tac ftr load 4	BUCKEYE-B	25th Inf Div, FAC Wolverine
V-1-21	Mobile rcl rifle gun	ALTHEIM to DIEBURG (MA8929 to MA9329)	221430	8 tac ftr	UTAH-C	None required

(Classification)

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FM 101-5

Example H-18. Engineer Annex to Corps Operation Order (Issued with operation order)

(Classification)

Annex E (Engr) to OPORD 2—1st Corps

Reference: Map, GERMANY, 1:100,000, Sheets R1, R2, R3, S1, S2, S3, T1, and T2.

Time zone: ALFA

Task org: Annex A (Task Org) to OPORD 2.

1. SITUATION

a. Enemy Forces. Annex B (Intel) to OPORD 2.

b. Friendly Forces.

(1) OPORD 2.

(2) 11th Army Engr Gp will take over road maintenance at 012400 April in area shown. Appendix 1, Engineer Operation Overlay.

(3) 401st Arty Gp (AD) provides AD protection at all corps bridge sites during construction and after completion of construction.

(4) 721st Sig Bn (Corps) will furnish one wire team each to 55th Engr Gp (Cbt) and 56th Engr Gp (Cbt) to assist in installing and maintaining wire communications.

c. Attachments and Detachments. Annex A (Task Org) to OPORD 2.

2. MISSION

Corps engineer units support 1st Corps river-crossing operations by constructing and operating rafts, by constructing bridges, and by maintaining roads in corps zone. D-day, H-hour, 220600 Apr.

3. EXECUTION

a. Concept of Operation. * * *.

b. 50th Engr Bde:

(1) 55th Engr Gp (Cbt):

(a) Support 20th Inf Div crossings.

1. Construct and operate—

(a) Two each light tactical rafts at sites DELTA and ECHO by H+3 hours.

(b) One each raft to support cl 60 traffic at sites BRAVO, DELTA, ECHO, FOXTROT, and GOLF by H+3 hours.

(c) One each float bridge to support cl 60 traffic at sites ALFA and CHARLIE by H+10 hours.

2. Support attack on far bank.

(b) Maintain roads in zone until 012400 Jul. Appendix 1, Engineer Operation Overlay.

(c) Establish two water supply points in crossing area.

(d) Support 52d Mech Div on order.

(2) 56th Engr Gp (Cbt):

(a) Support 15th Inf Div crossings.

1. Construct and operate—

(a) Two each light tactical rafts at sites HOTEL and INDIA by H+3 hours.

(b) One each raft to support cl 60 traffic at sites JULIETT, KILO, LIMA, MIKE, and NOVEMBER by H+3 hours.

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(Anx E (Engr) to OPORD 2—1st Corps)

(c) One each float bridge to support cl 60 traffic at site MIKE by H+10 hours.

2. Support attack on far bank.

(b) Maintain roads in zone until 012400 Jul. Appendix 1, Engineer Operation Overlay.

(c) Establish two water points in landing area.

(d) Support 23d Armd Div on order.

(3) 57th Engr Gp (Cbt): GS.

c. Coordinating Instructions. Protective booms will be constructed and maintained at all bridge sites.

4. ADMINISTRATION AND LOGISTICS
ADMINO 2.

5. COMMAND AND SIGNAL

a. Signal. Annex J (Signal) to OPORD 2.

b. Command.

Appendix: 1—Engineer Operation Overlay (omitted)

(Classification)

Example H-19. Signal Annex to Field Army Operation Order (Issued with operation order)

(Classification)

Annex F (Signal) to OPORD 5—30th (US) Army

Reference: Maps, EUROPE, 1:500,000, Sheet L1; Central EUROPE, 1:250,000, Sheets A1, A2, A3, A4; FRANCE and GERMANY, 1:100,000, Sheets 21-36.

Time zone: ALFA

1. SITUATION

a. **Enemy Forces and Capabilities.** Intelligence Estimate No 2, 271200 February. Guerrilla attacks on lone messenger vehicles have increased. Enemy capable of jamming all radio circuits.

b. **Friendly Forces.**

(1) **USASTRATCOM** (theater) provides trunks from theater access points to army area signal centers.

(2) **OPORD 5.**

c. **Attachments and Detachments.** Annex A (Troop List) to OPORD 5.

2. MISSION

Install, operate, and maintain the army communication system and provide terminals at major elements of the command. Initial system to be in operation by 021500 Mar.

3. EXECUTION

a. **Concept of Operation.** The army communication system will operate as prescribed in the 30th (US) Army SOP. Emphasis will be on the use of existing commercial wire facilities under army control when such facilities can be used without major rehabilitation. Increased use will be made of air messenger service.

b. **20th Sig Bde:**

Attached: 731st Sig Co (COMMCEN Op) (Army)

(1) Coordinate operations and continue training and combat service support of assigned and attached signal units.

(2) Install, operate, and maintain signal communications system and facilities for army main, rear, and alternate; and FATOC main and alternate. Provide internal signal communication support for such other units and installations that the army signal officer directs. Provide army photographic and messenger service.

(3) Continue operation of army area communication system.

(4) Be prepared to establish area signal centers on east side of RHINE River.

(5) Be prepared to construct cable crossings of RHINE River in area between BINGEN (MA2135) and WORMS (MV9854).

(6) Provide communication support for rear area protection operations. Annex G (Rear Area Security) to OPORD 5.

(7) Provide cryptographic support to army and corps troops and divisions.

* * * * *

n. **Coordinating Instructions.**

(1) **Wire.**

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(Anx F (Sig) to OPORD 5—30th (US) Army)

- (a) Appendix 1, Cable Routes.
- (b) Appendix 2, Commercial Cable and Open Wire Systems.
- (2) Radio.
 - (a) Appendix 3, Radio Nets.
 - (b) Units in contact maintain normal traffic; others, listening silence until H+15 minutes.
 - (c) Appendix 4, Frequency Priorities.
- (3) Radio relay.
 - (a) Appendix 5, Army Radio-Relay Systems.
 - (b) Radio relay will be primary means of communication.
- (4) Communication centers. 30th (US) Army SOP.
- (5) Army area signal centers. Present location.
706, ALSENBRUCK (MV2092)
- * * * * *
- 721, LORRY-ES-METZ (KV9048)
- (6) Appendix 6, Army Signal System Diagram.
- (7) Telephone and teletypewriter traffic route bulletins will be issued by systems control as required to signal units operating army area signal system, corps, and divisions.
- (8) Telephone directory issued by army signal officer to all units.
- (9) Messenger service.
 - (a) Appendix 7, Messenger Schedules.
 - (b) Corps and divisions establish and report message drop and pickup areas.
- (10) Electromagnetic radiation environment. Annex H (EMR) to OPORD 5.

4. ADMINISTRATION AND LOGISTICS

ADMINO 2.

5. COMMAND AND SIGNAL

- a. Index 1-15, SOI, 30th (US) Army in effect.
- b. Command.
 - Verdun Area Command, VERDUN (MG5378)
 - 2d (US) Army, ST MIHIEL (MG8819)
 - 30th (US) Army Main, SAARLAUTERN (LV3765)
 - 30th (US) Army Rear, CONFLANS (LJ0850)
 - 30th (US) Army Alternate, NEUNKIRCHEN (LV6868)
 - 1st Corps, KIRCHBERG (LA8634)
 - 2d Corps, KAISERSLAUTERN (MV1177)
- c. Axis of Command Post Displacement.
SAARLAUTERN (LV3765)

- * * * * *
- Appendixes: 1—Cable Routes (omitted)
- 2—Commercial Cable and Open Wire Systems (omitted)
- 3—Radio Nets (omitted)
- 4—Frequency Priorities (omitted)
- 5—Army Radio-Relay Systems (omitted)
- 6—Army Signal System Diagram (omitted)
- 7—Messenger Schedules (omitted)

(Classification)

Example H-20. Army Aviation Annex to Field Army Operation Order
(Issued with operation order)

(Classification)

Annex G (Army Aviation) to OPORD 6—10th (US) Army

Reference: Maps, Official Road Map for Allied Forces, EUROPE, AMS
Series M406, UTM 1:500,000, Sheets 2, 3, 4, 5, 6, and 7; UTM
11-2557-4.

1. SITUATION

a. Enemy Forces.

(1) Annex B (Intelligence) to OPORD 6.

(2) Enemy air capable of sporadic fighter-bomber sorties in zone.

b. Friendly Forces. OPORD 6.

c. Attachments and Detachments. Annex A (Task Org) to OPORD 6.

2. MISSION

Support 10th Army offensive operations to drive enemy forces in zone from western Germany; support rear area security operations in army rear area; support logistic supply operations.

3. EXECUTION

a. Concept of Operation. * * *

b. 112th Avn Gp:

(1) Priority of support to 2d Corps, then 1st Corps.

(2) Prepare to furnish four medium helicopters for rear area security operations on an on-call basis; prepare to furnish one company medium helicopter to move elements of reserve forces on 2-hour notice.

(3) Have available one platoon of medium helicopters for movement of special ammunition on an on-call basis.

c. 150th Avn Co (ATC).

(1) Provide assistance to Army aviation elements in the combat zone to enable these elements to operate airfields and accomplish aviation missions at night and in adverse weather conditions.

(2) Establish an FOC vicinity of LOHNSFELD (MV1790) and coordinate FOC with CG, 43d Arty Bde (AD).

d. Coordinating Instructions.

(1) Appendix 1, FOC Operations.

(2) Appendix 2, VFR Air Traffic Control.

4. ADMINISTRATION AND LOGISTICS

ADMINO 7.

5. COMMAND AND SIGNAL

a. Signal. Annex M (Signal) to OPORD 6.

b. Command.

(1) 103d Avn Gp, WIESBADEN (MA5142).

(2) 125th Avn Bn, SANDHOFEN (MV6190).

(3) 134th Avn Bn, WIESBADEN (MA5142).

(4) 150th Avn Co (ATC), LOHNSFELD (MV1790).

Appendixes: 1—FOC Operations (omitted)

2—VFR Air Traffic Control (omitted)

(Classification)

Example H-21. Road Movement Table Annex to Infantry Division Operation Order (Issued with operation order)

(Classification)

Annex B (Road Movement Table) to OPORD 9—20th Inf Div

Reference: Map, AFGAN, 1:100,000, BHAD—WURST Sheet.

1. AVERAGE SPEED: 20 kmph.
2. TRAFFIC DENSITY: 20 veh per km.
3. HALTS: SOP.
4. ROUTES
 - a. Route RED.
 - (1) Serials: 1, 3, 4, and 5.
 - (2) Start point: RJ 413 at MB201699.
 - (3) Critical points: VILLERS (MB330718), RJ 242 at NB455701, LAWST (OA585692), BLUE River bridge at PA683686, and HAINES (QA765685).
 - (4) Release point: RJ 211 at QA990628.
 - (5) Route classification: 6x50.
 - (6) Route restrictions: BLUE River bridge—6x50.
 - b. Route BLUE.
 - (1) Serials 2 and 6.
 - (2) Start point: RJ 526 at MS229509.
 - (3) Critical points: RJ 592 at MS334481, CHANCE (NS401490), VEGAS (QT790501), and BLUE River bridge at RS850495.
 - (4) Release point: RJ 105 at RS981511.
 - (5) Route classification: 10x50.
 - (6) Route restrictions: BLUE River bridge 6x50.
5. MAIN ROUTES TO STARTING POINTS: NA.
6. MAIN ROUTES FROM RELEASE POINTS: NA.

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(Anx B (Road Mov Table) to OPOD 9—20th Inf Div)

7. SERIALS

Serial	Organization and commander	Number of vehicles	Load class of heaviest vehicles	Present location	Route	New location	TL (min)	Control of Movement			Remarks
								Location of critical points	Arrival time	Clearance time	
1	1st Bde COL Long, Comdr	***	***	BHAD area	RED	WURST area	65	SP	0530	0635	
								RJ (VILLERS)	0610	0715	
								RJ 242	0630	0735	
								RJ (LAWST)	0715	0820	
								BLUE River bridge	0755	0900	
								RJ (HAINS) RP	0815 0855	0920 1000	
2	2d Bde COL Corley, Comdr	***	***	BHAD area	BLUE	WURST area	65	SP	0530	0635	
								RJ 592	0548	0653	
								RJ (CHANCE)	0630	0735	
								RJ (VEGAS)	0800	0905	
								BLUE River bridge	0840	0945	
								RP	0920	1025	
3	3d Bde COL Smith, Comdr	***	***	BHAD area	RED	WURST area	65	SP	0650	0755	
								RJ (VILLERS)	0730	0835	
								RJ 242	0750	0855	
								RJ (LAWST)	0835	0940	
								BLUE River bridge	0915	1020	
								RJ (HAINS) RP	0935 1015	1040 1120	
4	Div Arty COL Stephens,	***	***	BHAD area	RED	WURST area	70	SP	0810	0920	
								RJ (VILLERS)	0850	1000	

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(Anx B (Road Mov Table) to OPORD 9—20th Inf Div)

	Comdr							RJ 242	0910	1020	
								RJ (LAWST)	0955	1105	
								BLUE River	1035	1145	
								bridge			
								RJ (HAINS)	1055	1205	
								RP	1135	1245	
5	Div Trp LTC Camp, Comdr	***	***	BHAD area	RED	WURST area	116	SP	0935	1131	
								RJ (VILLERS)	1015	1211	
								RJ 242	1035	1231	
								RJ (LAWST)	1120	1316	
								BLUE River	1200	1356	
								bridge			
								RJ (HAINS)	1220	1416	
								RP	1300	1556	
6	DISCOM COL Norling, Comdr	***	***	BHAD area	BLUE	WURST area	136	SP	0944	1120	
								RJ 592	1002	1138	
								RJ (CHANCE)	1044	1220	
								RJ (VEGAS)	1214	1350	
								BLUE River	1254	1420	
								bridge			
								RP	1334	1510	

Example H-22. Barrier Annex to Field Army Operation Order (Issued separately)

(Classification)

Copy No 2 of ____ copies
1st (Allied) Army
CORLU (CX352769), TURKEY
040900 June 19____
CY 322

Annex E (Barrier and Denial) to OPORD 2

Reference: Map, EUROPE, 1:500,000, SOFIYA-ISTANBUL Sheet.

1. SITUATION

- a. Enemy Forces. Annex A (Intel) to OPORD 2.
- b. Friendly Forces. OPORD 2.
- c. Attachments and Detachments. None.

2. MISSION

1st (Allied Army conducts barrier and denial operations in zone to support the attack to and defense of the STARA PLANINA (***)).

3. EXECUTION

- a. Concept of Operation.

(1) General.

(a) Extensive use of barriers will be made as an economy of force measure. Maximum use will be made of local materials for barrier construction.

(b) Unless indicated otherwise, priorities for construction of barriers are—

- 1. Covering barriers.
- 2. Army east (left) flank barrier.
- 3. Intermediate barriers.
- 4. Army west (right) flank barrier.

(c) Appendix 1, Barrier Location Concept, shows the lines of coordinated obstacles required by army but does not indicate the density, depth, or numbers of individual obstacles. Responsible units will construct obstacles as required to cause maximum restriction to enemy movement. High-speed avenues of approach will be blocked in depth.

(d) Destruction of population centers and communications, transportation, utilities, mining, factories, and port facilities and installations will be kept to a minimum. Destruction of installations or facilities that may adversely influence ALFME's combat service support capability will be avoided.

(e) When secured, the STARA PLANINA is designated as a barrier vital to the command as a whole.

(2) Offense. Both corps will accomplish the planning and execution of barriers in this phase of the operation (D to D+10). Obstacles planned or created should provide for ready integration into the army or corps barrier plans. Full use must be made of barriers to canalize enemy counterattacks into killing areas, particularly on the west flank.

(3) Defense. It is anticipated that the army will defend the STARA

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(Anx E (Barrier and Denial) to OPOD 2—1st (Allied) Army)

PLANINA for 20 days (D+10 to D+30). Barriers will be located to canalize enemy attacks into killing area. Intermediate barriers will be constructed with sufficient gaps to allow free movement of the army reserve in rear of or within the battle area.

b. 1st. Corps:

Barrier	Pri- ority	Remarks
Pass at KLISURA (DA801350)	1	Prepare for atomic demolition to be executed only on orders this headquarters. Responsibility for pass at KLISURA will be assumed by 1st (GR) Army on order.
Pass at KAZANLEK (DA800615)	1	Prepare for atomic demolition to be executed only on orders this headquarters.
Oil refinery KAZANLEK (DA710580)	1	Prepare for demolition; demolish if threatened with capture.
Barrier ABC at DA625710	1	Prepare for atomic demolition to be executed only on orders this headquarters.
Airfield PLOVDIV (DA650190)	2	
Barrier IJ at DA785890	2	
Barrier EJ at DA690845	2	
Barrier EF at DA735285	3	
Barrier BE at DA738095	4	
Barrier AI at DA845040	5	

c. 12th Corps:

Barrier	Pri- ority	Remarks
Barrier CD at DY653825	1	Demolish with ADM if threatened with seizure; execute only on orders this headquarters.
Barrier FGH at DY 500820	2	
Port facilities BURGAS (DY450710)	2	

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(Anx E (Barrier and Denial) to OPORD 2—1st (Allied) Army)

Optical factory at SLIVEN (DY500805)	2	Demolish and evacuate lens grinders to EDIRNE (***) if threatened with seizure; execute on orders this headquarters.
Barrier CF at DY480320	3	
Barrier DH at DY515120	4	

d. 50th Engr Bde:

Barrier	Pri- ority	Remarks
Pass north of AITOS (DY560050)	1	Prepare for atomic demoli- tion at location desig- nated by 12th Corps; execute only on orders this headquarters.
Pass through KOTEL (DY610920)	1	Prepare for atomic demo- lition at location desig- nated by 12th Corps; execute only on orders this headquarters.
Nuclear energy plant barrier STARA ZAGORA (DY425640)	1	Prepare for demolition; de- molish if threatened with seizure.
Magnesium mine YAMBOL (DY405335)	2	Prepare for demolition; de- molish if threatened with seizure.
Barrier JK at DY630765	2	
Barrier FKM at DY630690	2	
Barrier GM at DY630880	3	
Barrier LM at DY420570	4	
Barrier IL at DY420830	4	
Barrier MNO at DY390770	5	
Barrier HO at DY530650	5	

e. Coordinating Instructions.

(1) Corps coordinate location of barriers along boundaries, includ-
ing extent of lanes and gaps. Coordinate with counterattack plans.

(2) Gaps and lanes in army-directed barriers behind FEBA closed
only on army order.

(3) Additional lanes and gaps in army directed barriers will be
authorized on request.

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(Anx E (Barrier and Denial) to OPORD 2—1st (Allied) Army)

(4) Demolition of bridges and other transportation facilities in rear of the FEBA executed only after clearance this headquarters or release of control of route or routes by this headquarters.

(5) Nuisance mines will not be authorized.

(6) Complete barrier plans will be forwarded this headquarters by 091500 June.

(7) Complete barrier plans will not be distributed below division; appropriate extracts authorized as far forward as brigade CP.

(8) Barrier construction may be initiated without further orders. Improvement of barrier system will continue during the operation. Atomic demolition plan and ADM target analyses will be forwarded this headquarters by 081500 June.

(9) Use of chemical contaminants requires specific army approval.

(10) Barrier and denial operations must not unduly restrict future army operations, particularly to the north.

(11) ALFME personnel will exploit technical intelligence targets in 1st (Allied) Army zone. Such personnel will receive full cooperation and assistance.

(12) ADM are available. Annex C (Fire Support) to OPORD 2.

(13) Appendix 2, Minefield Location.

(14) Appendix 3, Chemical Contaminants.

(15) Appendix 4, Demolitions.

(16) Appendix 5, Atomic Demolitions.

4. ADMINISTRATION AND LOGISTICS

a. 1st (Allied) Army ADMINO 2.

b. Indigenous labor not authorized forward of division service area.

5. COMMAND AND SIGNAL

a. Index 1-5, SOI.

b. Reports and Records.

(1) Minefields. Submit required reports of intent, initiation, completion, and change by fastest means available consistent with signal security. Written standard record will follow on all but protective minefields.

(2) Contaminants. Report intended location, extent, type, and density, estimated time of completion, and estimated delay to be accomplished.

(3) Demolitions and other obstacles. Report location, type, extent, and estimated time of completion.

Acknowledge.

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- Appendixes: 1—Barrier Location Concept (omitted)
 2—Minefield Location (omitted)
 3—Chemical Contaminants (omitted)
 4—Demolitions (omitted)
 5—Atomic Demolitions (omitted)

(Classification)

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(Anx E (Barrier and Denial) to OPORD 2—1st (Allied) Army)

Distribution: A
1st (GR) Army
AAFME
ALFME
ANFME
126th FASCOM

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/s/Williams
WILLIAMS
G3

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Example H-23. Airspace Utilization Annex to Field Army Operation Order (Annex issued separately from the order)

(Classification)

Copy No 7 of ____ copies
 10th (U.S.) Army
 HOMBURG (LV7963), GERMANY
 100800 January ____
 CX 34

Annex L (Airspace Utilization) to OPORD 4
 Reference: Map, EUROPE, 1:250,000, * * *.

1. SITUATION

- a. Enemy Forces. OPORD 4.
- b. Friendly Forces. OPORD 4.
- c. Attachments and Detachments. None.

2. MISSION

10th (U.S.) Army provides airspace regulation and control to insure proper and efficient coordination and timely access to the airspace over the combat area by all users, with minimum mutual interference.

3. EXECUTION

- a. Concept of Operation.

(1) Airspace utilization.

(a) Aircraft of all Services must be free to conduct combat operations without restraint except those required for command, control, coordination of effort within and among the participating Services, and safety.

(b) The coordinating altitude is 7,000 feet. Army aircraft will be free to operate VFR below this altitude with no restrictions imposed by this Annex. Appendix 1, Air Route Overlay.

(c) Surface-to-surface and air defense weapons are free to fire in all airspace subject only to normal fire support coordination measures, restraints imposed by readiness conditions, and rules for engagement.

(d) The restrictions and risks imposed on aviation and air defense reflect the commander's priorities for operations.

(2) Concept of air support.

(a) Army aviation. Annex J (Army Aviation) to OPORD 4.

(b) 9th TAF. Appendix 2 (Air Fire Support) to Annex D (Fire Support) to OPORD 4.

b. Airspace Priorities.

(1) On receipt of the appropriate ZULU code, army air defense has total priority in the designated areas and all friendly air traffic will clear the airspace immediately.

(a) ZULU ALFA—Clear entire combat zone airspace.

(b) ZULU BRAVO—Clear 1st Corps airspace.

(c) ZULU CHARLIE—Clear 2d Corps airspace.

(d) ZULU DELTA—Clear 3d Corps airspace.

(e) Code BLUE SKY (all clear) will be broadcast every 30 seconds for 10 minutes.

(Classification)

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(Anx L (Aspa Utilization) to OPORD 4—10th (U.S.) Army)

(2) 1st Corps area priority to westbound traffic on air routes/corridors A32 and T2.

(3) 2d Corps area priority to eastbound traffic on air routes/corridors T1, T4, D21, and D22.

(4) 3d Corps area priority to westbound traffic on air routes/corridors B30 and T3.

(5) U.S. Air Force tactical fighter bombers have priority on objectives A, B, and C from 180500 to 180550 January.

(6) Army airmobile and air fire support aircraft have priority from 180551 January until completion of the airmobile operation on objective A.

(7) Aircraft will not enter Restricted (Hot) areas without complying with restrictive measures in effect. Appendix 1, Air Route Overlay.

(8) Aircraft will not enter or overfly Prohibited (Exclusion) areas at any time. Appendix 1, Air Route Overlay.

c. Air Traffic Regulation Organizations. FOC and FCC locations and areas of responsibility. Annex J (Army Aviation) to OPORD 4.

(1) All Army aircraft moving forward in the division area with the exception of surveillance aircraft remain below 600 feet until 180550 January.

(2) ATCL 2 effective 180550 January.

(3) Air warnings disseminated by all air traffic regulation elements, the AADCP, and the warning broadcast net.

(4) High-performance aircraft will not penetrate a lower safety layer of 1,000 feet absolute altitude except for takeoff and landings unless under positive control of a forward air controller.

(5) All flights above the coordinating altitude or departing the combat zone subject to control by the CRC of the 9th TAF.

(6) Air corridor BLUE restricted between altitudes of 1,500 and 7,000 feet from 180645 until 180900 January for the use of troop lift aircraft.

(7) Flights operating in brigade areas of 19th and 21st Inf Div restricted to brigade aircraft and aircraft in direct support of the brigade.

(8) Air routes/corridors B1 and E1 are restricted to aircraft performing ALOC mission from 150600 to 162400 January.

(9) Aircraft flying along air routes/corridors under direct control of the appropriate air traffic regulation organization from time of departure until termination. The following coordination is required for controlled flights:

(a) Below the coordinating altitude. Flight plan data passed to air traffic control facilities.

(b) Above the coordinating altitude.

1. Flight plan data passed to the 9th TAF CRC.

2. Flight plan data passed to the AADCP.

3. All Army ATR units concerned are notified.

(10) Air corridors A and B are designated recovery corridors.

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(Classification)

(Anx L (Aspa Utilization) to OPORD 4—10th (U.S.) Army)

d. Air Defense Rules for Engagement.

(1) Aircraft penetrating the ATCL from the enemy side will be engaged if not positively identified as friendly.

(2) Aircraft penetrating air defense restricted areas will be engaged if not positively identified as friendly. (All aircraft in prohibited areas will be engaged.)

(3) Aircraft employing ECM will be engaged if not positively identified as friendly.

(4) Aircraft flying along air routes/corridors or operating in sanctuaries will not be engaged unless positively identified as hostile.

(5) Aircraft operating below 150 knots ground speed within the combat zone and outside air defense restricted areas will not be engaged unless positively identified as hostile. Aircraft operating above 150 knots ground speed will be engaged unless positively identified as friendly.

(6) Aircraft committing hostile acts will be engaged.

e. Reentry Procedures.

(1) Reentry points are on air corridors A and B and air routes/corridors T2, T1, T4, and T3.

(2) IFF transponder setting is mode 4, channel 31.

(3) Visual recognition procedures are as prescribed in ACP 150 (B).

(4) Emergency reentry procedures for aircraft experiencing IFF malfunction:

(a) Call SKY CAT control prior to reaching the ATCL, who will alert the AADCP.

(b) Attempt to reach a reentry corridor.

(c) Aircraft entering without an operational IFF must land at the first available airfield capable of receiving that type of aircraft.

f. Coordinating Instructions.

4. ADMINISTRATION AND LOGISTICS

ADMINO 4.

5. COMMAND AND SIGNAL

a. Signal.

(1) Annex H (Signal) to OPORD 4.

(2) Call words and frequency: 10th Army SOI.

(3) 9th TAF call words and frequency: 10th Army SOI.

(4) Navigation facility frequency en route: air navigation charts dated 210001 December.

b. Command.

(1) Annex C (Operation Overlay) to OPORD 4.

(2) Location of FOC, FCC. Appendix 1, Air Route Overlay.

(3) Location of AADCP. Annex E (Air Defense) to OPORD 4.

Acknowledge.

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(Anx L (Aspa Utilization) to OPORD 4—10th (U.S.) Army)

Appendix: 1—Air Route Overlay

Distribution: B

OFFICIAL:

/s/Leroy

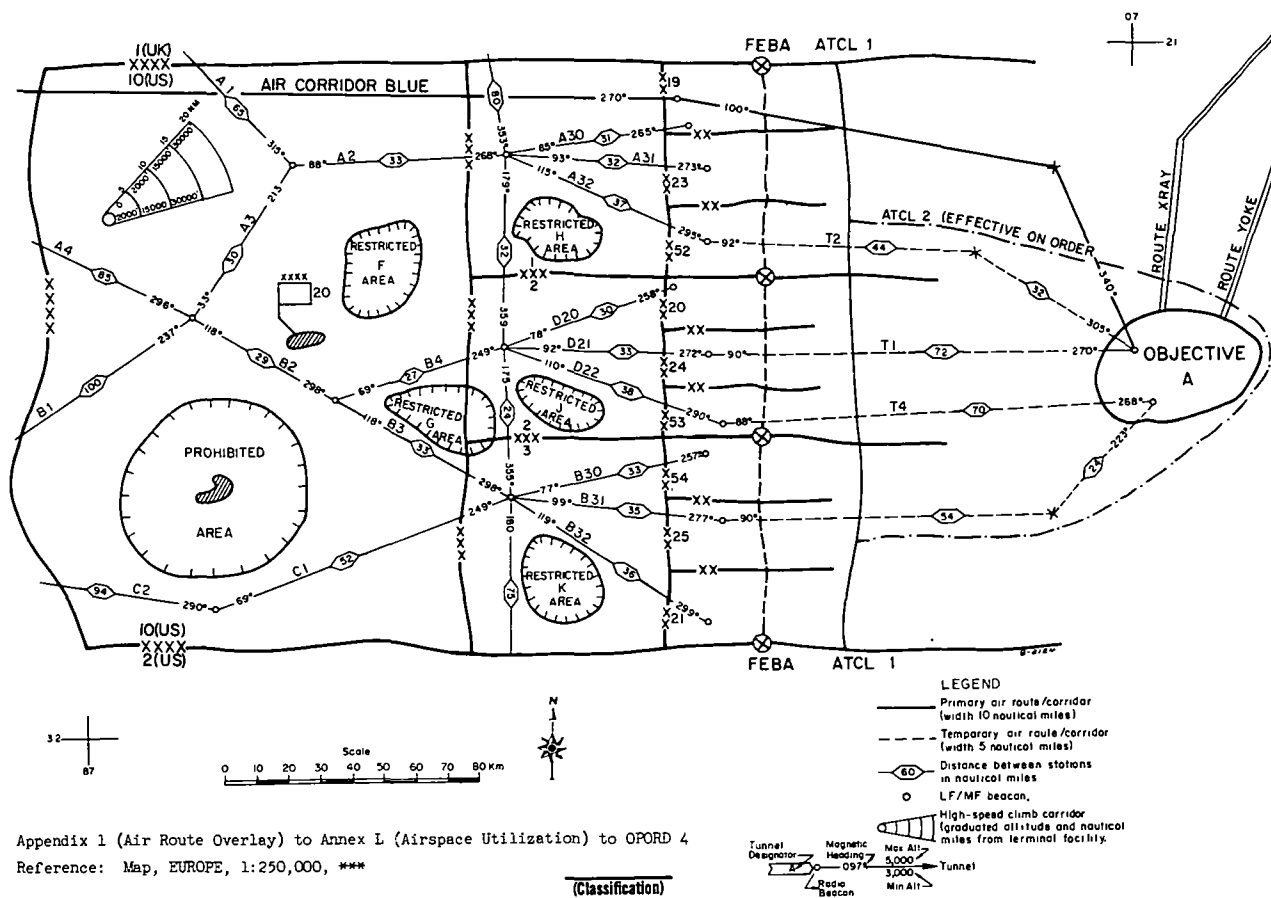
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Appendix 1 (Air Route Overlay) to Annex L (Airspace Utilization) to OPOD 4

(Classification)



Example H-24. Administrative Annex to Division Operation Order
(Administrative Overlay)

(Classification)

Copy No 2 of ____ copies
23d Armd Div
PRADIA (DB0404), POLAND
082000 August 19____
CB 5

Annex F (Administration) to OPOD 12

Reference: Map, POLAND, 1:100,000, CZESTOCHOWA-ZAWIERCIE,
MIECHOW-KIELCE, and SANDOMIERZ-KRASNIK
Sheets.

1. GENERAL

This order provides for cbt svc spt to 23d Armd Div vic PRADIA. Div is supported by the 1st Spt Bde (Corps) and the 80th Med Gp. Div instl open not later than 090800 August. 3d Bde supported from div spt area. 1-53 Arty supported from 1st Bde Tn area. 501st Engr Bn supported from 2d Bde Tn area. Appendix 1, Administrative Overlay. Appendix 2, Traffic Circulation and Control.

2. MATERIEL AND SERVICES

a. Supply.

(1) C1 I.

(a) Supply point distribution for all units supported from div spt area on 9 August only. Schedule—SOP.

(b) All units maintain two rations in reserve during period 9 to 12 August inclusive.

(2) C1 II and IV. Priority of cl II to 1st Bde 9-10 August.

(3) C1 III.

(a) GS Sup Instl 622, 30th Army (AB101202).

(b) Fuel allocations. Appendix 3, Fuel Allocations.

(4) C1 V.

(a) ASP 955 and SASP 956, 30th Army (AB202316).

(b) ASR 9-12 August.

1. 81-mm mortar WP ----- 5.

2. 4.2-in mortar HE ----- 150.

3. Other types, no restriction.

(c) Special ammunition load.

1. D/1-52 Arty MRC/2 KT - ----- 3.

2. A/1-54 Arty FFR/20 KT ----- 2.

3. B/1-54 Arty FFR/50 Kt ----- 1.

(5) Appendix 4, Air Resupply.

b. Transportation.

(1) Bridges on main roads are two-way, class 60; on secondary roads, they are one-way, class 5, or better.

(2) Route YOKE from DB0901 to DB1520 closed for movement of armor from 090100 to 090500 August.

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(Classification)

(Anx F (Admin) to OPORD 12)

c. Services.

(1) Effective 090800 August exchange of socks and underwear will be resumed at all bath points.

(2) Decon Plat, 2017th Fld Svc Co (GS) (Fwd), provides supervision of unit decontaminating activities beginning 090800 August.

(3) Priority of maintenance.

(a) 1-53 Arty.

(b) 1-10 Armor.

(c) 1-22 Cav.

(d) 1-22 Armor.

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Current cholera and typhus inoculations will be completed prior to 102400 August.

b. Aeromedical evacuation will be to the maximum for high priority casualties.

c. 8600th Surgical Hosp (Mb1) (Army) at BB293847 supports 23d Armd Div.

4. PERSONNEL

a. During period 10 to 12 August inclusive, submit personnel daily summary as of 1500 to reach this headquarters by 1900.

b. Guards delivering PW's to PW coll pt remain under control of PM until released.

c. Contaminated remains will be segregated and moved by separate transportation.

d. All indigenous restaurants and food catering establishments are off limits.

5. CIVIL AFFAIRS

a. Curfew for civilians is 1800 to 0800.

b. Appendix 5, Civil Affairs.

6. MISCELLANEOUS

a. Division rear boundary is army light line.

b. Division chaplain located at division main effective 091200 August. Acknowledge.

KEHE

MG

Appendixes: 1—Administrative Overlay
2—Traffic Circulation and Control (omitted)
3—Fuel Allocations (omitted)
4—Air Resupply (omitted)
5—Civil Affairs (omitted)

Distribution: A

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/s/Wise

WISE

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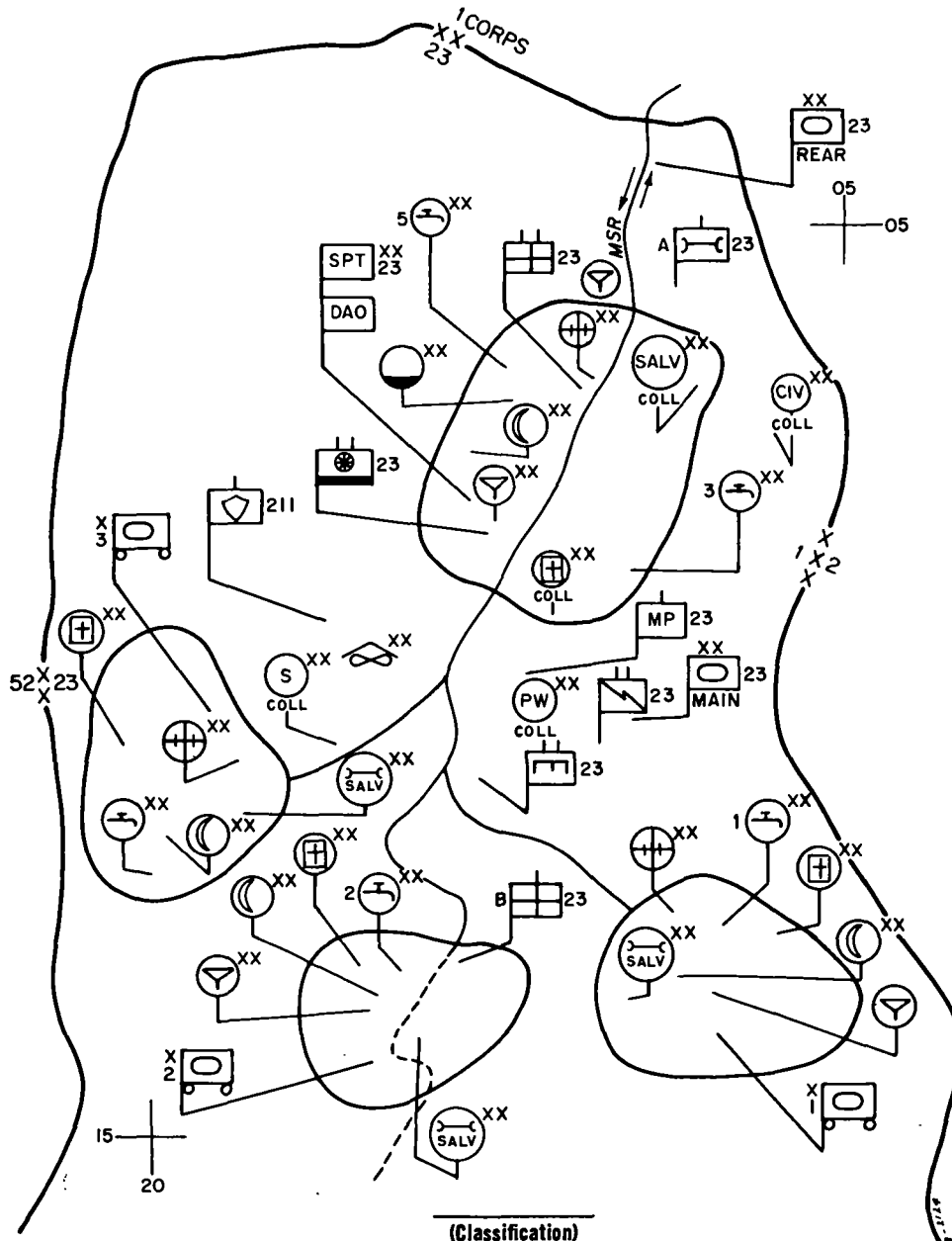
(Classification)

Appendix 1 (Admin Overlay) to Annex F (Admin) to OPORD 12—23d
Armd Div

(Classification)

Appendix 1 (Admin Overlay) to Annex F (Admin) to OPOD 12--23d Armd Div

Reference: Maps, POLAND, 1:50,000, CZESTOCHOWA--ZAWIERCIE, MIECHOW--KIELCE, and SANDOMIERZ--KRASNIK Sheets.



Note: Heading and ending not required when appendix is distributed with the annexes.

Example H-25. Civil Affairs Annex to Field Army Administrative Order
(Annex issued separately from the order)

(Classification)

Copy No 10 of ____ copies
10th (US) Army
HOMBURG (LV7963), GERMANY
100900 June 19____
XL 57

Annex F (CA) to ADMINO 7

Reference: Map, Official Road Map for Allied Forces, EUROPE, AMS
Series M406, UTM 1:500,000, Sheets 2, 3, 4, 5, 6, and 7.

1. SITUATION

a. Enemy Forces.

(1) Annex A (Intelligence) to OPORD 6.

(2) Enemy-sponsored government is capable of going underground after liberation of areas and of opposing subsequent operations by guerrilla and subversive activities.

b. Friendly Forces.

(1) Military.

(a) OPORD 6.

(b) Appendix 1, CA Overlay.

(2) Civilian.

(a) Analysis of the Area of Operations No 12, 10th Army.

(b) Theater army intelligence surveys.

(c) Local civil authorities will be generally capable of operating and maintaining friendly governments appropriate to the areas liberated.

(d) Approximately 15 percent of the 3 million persons in the present 10th Army area are needy and require some relief assistance.

(e) Approximately 25 percent of the estimated 15 million persons in the areas to be liberated in the zone of the 10th Army advance will be needy and require some relief assistance.

c. Attachments and Detachments. OPORD 6.

2. MISSION

10th Army CA organization supports 10th Army operations; assists in maintaining public order and safety; reestablishes and supports friendly echelons of government appropriate to the area in accordance with theater CA policies, directives, and existing CA agreements; and assists in the rehabilitation of the local population, government, and economy as permitted within the availability of local resources and U.S. combat service support.

3. EXECUTION

a. Concept of Operation.

(1) CA control is established in GERMANY and LUXEMBOURG only within the limits prescribed in CA agreements.

(2) CA units conduct operations to restore public order, safety, and civil agencies in the area to the recognized government of GERMANY; assist local government agencies, civil police, and military police in the con-

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(Anx F (CA) to ADMINO 7—10th (U.S.) Army)

trol of refugees in the combat area; and report availability of local resources.

(3) During the combat phase, minimum standard of living for civilians is as prescribed by the law of land warfare. Contributions thereto from U.S. civil agencies used as required and directed.

(4) CA organization provides necessary assistance to, or exercises necessary control measures on, local or other governmental organizations and echelons required to reestablish or maintain public order, safety, and government.

(5) Primary concern is public order, safety, health, and welfare conditions affecting military operations, with secondary concern being problems of local government and economy.

(6) In the absence of a specific policy, the principles and precepts set forth in FM 41-10 and this manual will be employed to plan for and conduct CA activities.

(7) Area support units are called forward as required in accordance with the FASCOM plan for deployment.

b. FASCOM: establish CA control in the field army service area.

c. Delegation of Authority.

(1) Area authority for the conduct of CA operations is delegated to corps commanders in their respective areas and to the FASCOM commander for the army service area.

(2) Divisions in corps and army reserve may be required to assist CA units in rear areas. Specific CA area authority is not normally delegated when divisions are so employed.

(3) Commanders exercising CA authority establish and maintain appropriate checklists dealing with policy matters.

d. Coordinating Instructions.

(1) Report locations and primary points of contact with civil authorities.

(2) Employ consolidation psychological operations to influence the opinions, emotions, and attitude of the civilian population to accomplish CA objectives.

(3) Establish boundaries in conformity with local and political subdivisions to maximum extent practicable.

4. ADMINISTRATION AND LOGISTICS

a. Civilian Relief.

(1) Each frontline division carries 5 tons of military rations (class I) for use as relief supplies.

(2) Each frontline division will have appropriate medical supplies available for emergency medical treatment in CA activities.

(3) Use German and Luxembourg agencies for distribution of relief supplies.

b. Government Functions.

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(Classification)

(Anx F (CA) to ADMINO 7—10th (U.S.) Army)

(1) Civil administration. Establish and utilize, insofar as possible, local government agencies and officials. Suspend or remove enemy-appointed or politically compromised officials and agencies. Replace and reorganize governmental structure in accordance with CA agreements and CA policies.

(2) Tribunals. Reestablish and assist local criminal and civil courts; support civil authorities, where applicable, in the exercise of their control; assist civil courts as stated in CA agreement; and implement CA legal directives.

(3) Public safety. Utilize, within security limits, existing public safety organizations in coordination with recognized civil authorities. Under no circumstances will known enemy public security agencies and personnel be utilized.

(4) Public health. Initially take necessary steps to protect health, prevent undue suffering and distress, and otherwise assist civil authorities in public health matters.

(5) Public welfare. Delegate, to the extent possible, operational control of local welfare agencies to civil authorities.

(6) Public education. Close schools only as directed. Operational control of education passes to civil authorities as soon as practicable.

(7) Labor. Accord maximum respect for local laws and practices, consistent with U.S. policy and military necessity.

(8) Finance. Establish safeguards, in conjunction with civil officials, to prevent the acquisition of public funds by enemy forces and to take measures to protect value of currency.

(9) Civil defense. Establish warning system and coordinate civil defense plan with military rear area protection plans.

c. Economic Functions.

(1) Economics and commerce. Limit economic assistance to such matters that contribute to the establishment and preservation of public order, safety, and health measures and to rehabilitation that assists military operations. Encourage local production of items essential to prevent disease and unrest and such other production, dictated by the availability of resources. Retain price control and rationing system and agencies in effect.

(2) Food and agriculture. Provide maximum practicable assistance to agricultural production with control and supervision through appropriate civil officials. Authorization for local procurement and use of food production and processing facilities for military use when such procurement does not reduce local supply levels and capabilities to the extent that U.S. combat service support becomes necessary.

(3) Property control.

(a) Identification and determination of ownership of property in accordance with CA agreements.

(b) Military use of private property in accordance with CA agreements.

(Classification)

(Classification)

(Anx F (CA) to ADMINO 7—10th (U.S.) Army)

(c) Impounding and control of property belonging to enemy government.

(d) Institution of procedures to prevent removal of controlled property from the area.

(4) Civilian supply.

(a) U.S. supplies for civilian use will be those required for establishment of public order and safety and limited to prevention and reduction of disease, starvation, and unrest.

(b) Local organizations for administration and distribution of civilian relief supplies will be designated or reestablished as required.

(c) Control of relief contributions and personnel from other than local sources will be as directed.

d. Public Facilities Functions.

(1) Public works and utilities.

(a) Military use will be limited to minimum authorized requirements.

(b) Construction or repairs will be limited to those required for military operations or to establish public order and safety and to prevent disease or unrest.

(2) Public communications. Priority will be to communications prescribed by the law of land warfare and for military purposes and establishment of essential controls to insure security.

(3) Public transportation.

(a) Provide maximum military assistance in rehabilitation of public transportation facilities essential for military purposes and prevention of disease and unrest.

(b) Military utilization only where authorized by agreement.

(c) Return civil transportation authorized for military use as soon as situation permits.

e. Special Functions.

(1) Displaced persons, refugees, and evacuees.

(a) Standards will be those established by law of land warfare and required to prevent disease and unrest to the prejudice of the military mission.

(b) Local authorities and economy will be utilized for care and support of displaced persons turned over to them by U.S. forces. U.S. assistance is authorized when civilian capability of providing care and maintenance is exceeded or overburdened.

(2) Civil information. CA organization supervises and controls civil information activities, utilizing existing civilian facilities and acceptable civil officials.

(3) Arts, monuments, and archives.

(a) Provide maximum protection to arts, monuments, and archives consistent with the law of land warfare and the Convention for Protection of Cultural Property in the Event of Armed Conflict.

(Classification)

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(Anx F (CA) to ADMINO 7—10th (U.S.) Army)

(b) Care and preservation are principally the functions of civil authorities.

(c) Enforce measures safeguarding cultural centers, cultural property, and archives.

(4) Religious relations.

(a) Conduct continuous studies pertaining to religious practices, organizations, hierarchies, and personalities of the civilian community. Determine existence of clandestine activities or organizations of a pseudo-religious nature.

(b) Insure that maximum protection and consideration are granted to religious shrines, buildings, symbols, and devices by our forces. In an emergency, our forces may use religious buildings, shrines, and consecrated places of worship for aid stations, medical installations, or for housing wounded personnel awaiting evacuation. No other use or occupancy is authorized.

(a) Investigate and make recommendations to reduce the possibility of actions by our forces that would be offensive or contrary to religious customs and practices of the area.

(d) Through continuous contact with religious leaders and organizations, determine and make recommendations resolving problems arising from military activities.

f. Miscellaneous.

(1) CA Handbook for France, Germany, and Luxembourg.

(2) SOP, CA, 10th Army.

(3) Theater army CA directive.

(4) The NATO Status-of-Forces Agreement as modified by the German Supplemental Agreement.

(5) Art. I, Convention for the Protection of Cultural Property in the Event of Armed Conflict, signed at The Hague, 14 May 1954.

5. COMMAND AND SIGNAL

a. Annex C (Signal) to OPORD 6.

b. Command. CA units located insofar as possible in principal cities of political subdivisions.

Acknowledge.

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Appendix: 1—CA Overlay (omitted)

Distribution: A

OFFICIAL:

/s/Arnold

ARNOLD

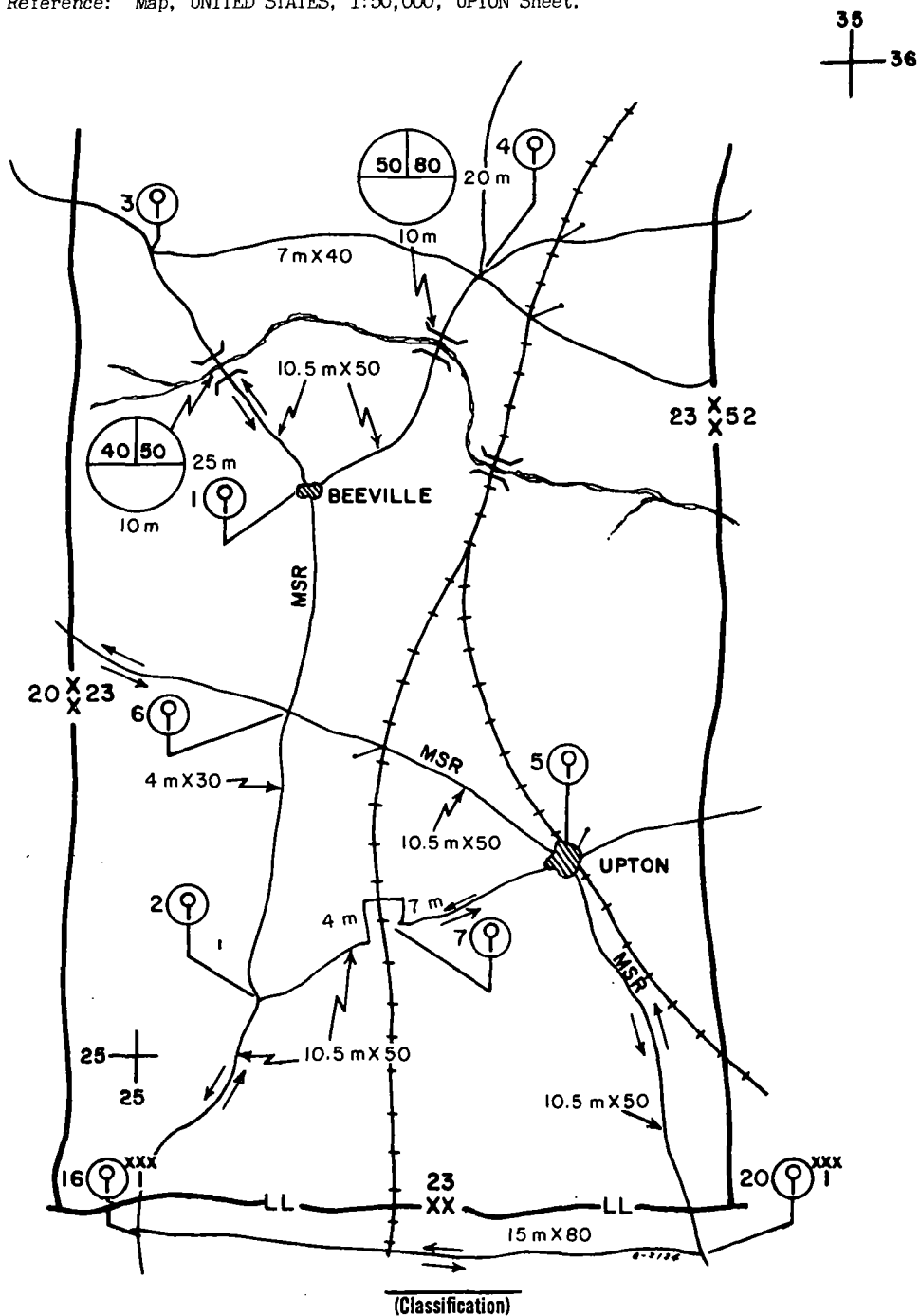
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(Classification)

Example H-26. Traffic Circulation Annex to Armored Division Administrative Order

(Classification)

Annex A (Traffic Circulation and Control) to ADMINO 14--23d Armd Div
Reference: Map, UNITED STATES, 1:50,000, UPTON Sheet.



(Classification)

(Short title identification)

and enemy courses of action. Obstacles and trafficability influence site locations for combat service support units.

(4) Key terrain features. Based on the analysis of observation and fire, concealment and cover, obstacles, and the mission, select the key terrain features. Consider any locality or area the seizure, retention, or control of which affords a marked advantage to either force. Briefly discuss, in turn, the influence of each key terrain feature listed. Discussion is oriented toward subsequent development of friendly and enemy courses of action. Revise as required by the commander's decision and current situation. This discussion may be omitted when the enemy has no capability to secure or to control terrain features that will materially affect the accomplishment of the mission.

(5) Avenues of approach. Based on all previous analyses of the tactical aspects, develop possible avenues of approach. Development of avenues of approach does not consider the dispositions of enemy forces. An avenue of approach must afford some facility of movement and room for adequate dispersion for a force large enough to have a significant effect on the outcome of the operation. When either opposing force has available an adequate number of aircraft that can be used to deploy troops and equipment forward of the battle area and significantly affect accomplishment of the mission, air avenues of approach may be listed. If terrain and weather conditions do not significantly influence choice of flightpaths, air avenues of approach are not listed. Enemy avenues of approach are listed first, followed by a list of friendly avenues of approach into the enemy battle area. When the opposing forces are not in close contact, or when only security forces are in contact, avenues of approach to the battle area for both forces are listed. Each listing of an avenue of approach is accompanied by a brief discussion to provide a basis for subsequent development of possible courses of action by either force. For combat service support units, the discussion of avenues of approach is based on rear area protection requirements.

b. Combat Service Support Aspects. Analyze the facts listed in paragraph 2 and the subconclusions developed under tactical aspects (a above). Considering the activities

(Classification)

Figure I-1—Continued.

(Classification)

(Short title identification)

listed below, isolate those facts and subconclusions that significantly influence choices of possible courses of action by either the friendly or the enemy force or that require special activities to insure combat effectiveness and adequate support. Omit any activity that is not significantly influenced.

(1) Personnel. Of particular importance when weather and terrain conditions are severe; when the area of operations has a significant population, to include potential labor forces, or when political and economic conditions are unsettled.

(2) Logistics. Of particular importance when weather and terrain conditions are severe, when the area of operations imposes additional logistic requirements or has significant resources of military value, or when political and economic conditions are unsettled. Detailed coverage is required for those commands whose mission is logistic support of other units.

(3) Civil affairs. Of particular importance in limited war, occupation operations, or when extensive civil affairs responsibilities have been assigned to the command. Civil affairs are particularly important to tactical units when the numbers of civilians in the area present control problems and restrict use of firepower. Detailed coverage is required for commands with extensive civil affairs responsibilities.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

This paragraph contains the conclusions reached on the basis of the facts and subconclusions developed in the previous paragraphs. The final conclusions are stated in terms of effects on the general courses of action available to both friendly and enemy forces as indicated below.

a. Effect on Enemy Courses of Action. List, in turn, each significant possible enemy course of action, such as attack; defense; withdrawal; and use of air, armor, nuclear fires, chemical and biological agents, and guerrillas. Accompany each listed course of action (using separate subparagraphs) by a discussion to indicate the characteristics

(Classification)

Figure I-1—Continued.

(Classification)

(Anal of Area of Op 7—1st Corps)

system consists of KILRA, ISHO, and ZOSHA Rivers and POTAPAWI Canal.

(b) Vegetation. Woods, especially the IVAR Forest, will become obstacles in the event of blowdown or if set afire and will favor use of persistent toxic chemical agents. Cultivated areas will limit wheeled vehicles.

(c) Surface materials. In stream bottoms and below 200-meter elevation, the wet soil will magnify the cratering effects of subsurface nuclear bursts and will not support off-road vehicular traffic except for movement of single light vehicles.

(d) Manmade features. Extensive artificial obstacles, consisting of minefields and wire, are located on the west flank and in the area 1355-1657. These obstacles hinder movements and limit use of avenues of approach in these areas. Except for BRIGITA, buildings and villages do not present any significant obstacles even if destroyed by blast.

(4) Key terrain features.

(a) GRILLVAR Hill mass (2041). This terrain feature controls the avenues of approach in the western part of the corps zone and is key terrain. If our plan of attack calls for a main effort in this area, we must progress south of it to insure success of the main effort.

(b) Hill 390 (1310) and Hill 421 (1820). If the enemy attacks before we do and secures or controls either or both of these hill masses, this will prevent, or at least seriously hinder, the launching of the corps attack.

(c) TNOMYEH-NAOJ Ridge (***). This ridge controls the area immediately south of the POTAPAWI Canal and all major crossings over the canal. Our mission cannot be accomplished without securing this terrain.

* * * * *

(5) Avenues of approach.

(a) Available to Aggressor into our position.

1. Axis IRVE (2358)—OLIRI (1832)—Hill 390. This approach is wide enough for at least two regiments with adequate dispersion. It leads almost directly to a key terrain feature, crosses few obstacles, has good trafficability and a fair road net.

* * * * *

(b) Available to us into Aggressor's position.

1. Axis Hill 398 (1138)—ALEXO (2042)—THOMYEH-NAOJ Ridge. This approach is wide enough for at least one infantry division with adequate dispersion. It is a valley approach until ALEXO. The valley floor in the vicinity of ALEXO is partially blocked with minefields. When ALEXO is reached, high ground is retained all the way to the corps objective. The road net is excellent and there are no trafficability problems.

* * * * *

(Classification)

(Classification)

(Anal of Area of Op 7—1st Corps)

b. Combat Service Support Aspects.

(1) Personnel. Sociological characteristics adversely affect discipline, law and order, use of civilian labor, and security of installations.

(2) Logistics. Sociological characteristics adversely affect security of supply installations. Economic characteristics may impose additional logistics burdens. Mining areas may be sources of construction equipment and materiel.

(3) Civil affairs. Sociological, economic, and psychological characteristics create problems in control of civilians to prevent interference with operations and to maintain security. Distribution of instructions to civilians will require special measures.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

a. Effect on Enemy Courses of Action.

(1) Effect on enemy defense.

(a) Aggressor-held terrain favors defense in depth to the corps objective, with main defenses in the GRILLVAR Hill and TNOMYEH-NAOJ Ridge areas. Aggressor has excellent observation over all avenues of approach, and his flanks are protected by the rivers on the east and by the river and artificial obstacles on the west. The best avenues of approach to these areas are ***

(b) The excellent visibility permits Aggressor to make maximum use of his supporting fires.

(2) Effect on enemy attack.

(a) Aggressor's best avenue of approach is the axis IRVE—OLIRI—Hill 390.

(b) Excellent visibility limits unobserved Aggressor movements toward our positions except during darkness. Lack of precipitation favors cross-country mobility.

(3) Effect on enemy air. Weather favors the Aggressor use of air. Terrain favors Aggressor use of air-delivered nuclear weapons as long as he controls DANKO Woods Ridge.

(4) Effect on enemy use of nuclear weapons. Weather favors use of nuclear weapons. Effective winds do not favor use of fallout from nuclear weapons.

(5) Effect on enemy use of chemical operations. Weather conditions do not favor use of toxic chemical agents. Terrain favors use of persistent toxic chemical agents in the valley forward of his present defensive position. Extensive wooded areas also favor use of persistent toxic chemical agents.

b. Effect on Our Courses of Action.

(1) Our best avenue of approach is axis Hill 398—ALEXO—TNOMYEH-NAOJ Ridge.

(2) Weather and terrain do not favor our attack. They restrict our ability to maneuver toward the Aggressor positions without being observed except during darkness. The lack of precipitation favors cross-country mobility except below 200-meter elevation.

(Classification)

(Pd CA Rept 7—20th Inf Div)

(Classification)

b. Public Communications. Public communications are being restored. Estimate minimum civilian telephone communications will be available within 4 days.

5. SPECIAL FUNCTIONS

a. Civil Information. News media are being reestablished. Estimate minimum press media available in 3 days.

b. Displaced Persons, Refugees, and Evacuees.

(1) Screening of displaced persons is progressing. Suspected subversives or plants average 12 percent.

(2) Division collecting point contains approximately 1,000 civilians without identification papers. These civilians will be evacuated to camp in corps rear area when established.

(3) Disease and unrest supplies for displaced persons are not in excess of requirements stated in strategic-logistic study.

6. MISCELLANEOUS

a. Inasmuch as the enemy can be expected to use all agencies and sources, including radio interception and agents, to gain information of military operations, recommend close communications discipline and careful monitoring of civil communications.

b. In view of enemy political intelligence activities, recommend that additional means be provided to this division to reinforce civil security in LANCIANO.

c. Recommend that the engineer firefighting equipment requisitioned for LANCIANO be supplied at the earliest possible date.

d. In view of impact of nuclear weapons in area, recommend intensive public information and indoctrination program to alleviate public uncertainty.

Acknowledge.

GREEN

MG

Annexes: A—Civil Affairs Overlay (omitted)

B—Requisition for Firefighting Equipment (omitted)

Distribution: A

OFFICIAL:

/s/Blue

BLUE

G5

(Classification)

Section III. MISCELLANEOUS REPORTS AND SUMMARIES

Example J-8. Spot Report, Infantry Division

(Classification)

FROM: CO 1st Bde

TO: CG 20th Inf Div

Message No 28, DTG 281416 July 19__. Recon patrol observed and identified 10 medium tanks of 2d Bn, 307th Mech Div, in open column moving west on Highway 10 at approx 20 kmph, vicinity FULDA (MA3765) at 281410 hr.

(Spot reports are one-time reports used by all echelons to transmit intelligence information of immediate value. No format is prescribed; however, the report should answer the questions *who*, *what*, *where*, and *when*. The two types of spot reports used most often are the hot report and the flash report. Speed of transmission is essential in both types, with the flash report having the higher priority.)

(Classification)

Section IV. ASSISTANT CHIEF OF STAFF, G2 (INTELLIGENCE)

3.5. General

a. The assistant chief of staff, G2 (Intelligence) is the principal staff assistant in matters pertaining to the enemy, weather, and terrain. Fundamental considerations governing staff actions of intelligence officers are—

- (1) Intelligence must be adequate, accurate, timely, and useful to the command mission.
- (2) All units (combat and service) conduct intelligence activities.
- (3) Intelligence is coordinated closely with tactical activities.

b. In addition to his staff functions, the G2 has some operational functions pertaining to agencies concerned with counterintelligence and in the production of intelligence.

c. Detailed techniques used by the intelligence officer are covered in FM 30-5 and other field manuals of the 30-series.

3.6. Major Areas of Responsibility

a. *Production of Intelligence.* Direction of the effort for the collection of information, and processing the information into intelligence including technical, electronic and communications intelligence, and which includes recording, evaluation, and interpretation. Specific responsibilities include—

- (1) Preparation of plans and orders for the collection of information to include target acquisition and combat surveillance.
- (2) Recommendation of essential elements of information (EEI) to the commander.
- (3) Supervision and coordination of the information collection activities of the command, including air reconnaissance.
- (4) Integration of the information collection effort provided by other army elements and by elements of the other Services with the information collection effort of the command.
- (5) Supervision and coordination of weather data collection.
- (6) Supervision and coordination of prediction of fallout from enemy employed nuclear weapons and CBR monitoring and survey.
- (7) Processing of information into intelligence.

b. *Use of Intelligence and Information.* Dissemination of intelligence and information to

the commander and to all others who need it in time to serve their purpose. Specific responsibilities include—

- (1) Estimating the effects of the characteristics of the area of operations on friendly and enemy courses of action.
- (2) Estimating enemy capabilities and vulnerabilities, including the course of action the enemy is most likely to adopt.
- (3) Preparation of intelligence annexes, reports, summaries, and studies.
- (4) Dissemination of information and intelligence in the form that will furnish the greatest assistance. Forms normally used include intelligence estimates, periodic intelligence reports, intelligence annexes, analyses of the area of operations, reports, and studies.

c. *Counter Intelligence.* Direction of the effort devoted to destroying the effectiveness of enemy or potential enemy intelligence activities, and protection of information against espionage, personnel against subversion and installations or material against sabotage. Specific responsibilities include—

- (1) Planning and implementing through intelligence and other military and civil agencies, all active and passive measures designed to counter or neutralize hostile espionage, sabotage, and subversive activities.
- (2) Planning, in coordination with other staff officers, methods and procedures for deceiving the enemy, and conducting counterintelligence phases of such operations.
- (3) Conducting such investigations as may fall within the purview of (1) above, including loyalty investigations of military and civilian personnel, United States or alien.

d. *Miscellaneous.*

- (1) Intelligence aspects of—
 - (a) Guerrilla activities.
 - (b) Psychological warfare to include estimating the effectiveness of own and enemy psychological warfare operations and assisting in the planning and supervision of training activities concerning defense against enemy propaganda.
 - (c) Employment of mass destruction weapons (includes nuclear and CBR) to include enemy employment and capabilities, and enemy reaction to our own employment.

(d) Barrier and denial operations.

(e) Deception operations.

(2) The preparation of plans and policies and the general staff direction and coordination of military mapping activities including acquisition, production, reproduction, and distribution of maps, and recommendations for the assignment of topographic troops.

(3) Planning and supervising intelligence and counterintelligence training of the intelligence section and, in coordination with the operations officer, such training within the command.

e. Staff Relationships. Figure 17 shows staff relationships in selected activities in major areas of responsibility of the intelligence officer.

See figure 17 at back of book.

Section V. ASSISTANT CHIEF OF STAFF, G3 (OPERATIONS)

3.7. General

a. The assistant chief of staff, G3 (Operations) is the principal staff assistant in matters pertaining primarily to organization, training, and operations. Fundamental considerations governing staff actions of operations officers are—

(1) The command mission must be accomplished with maximum speed and minimum expenditure of resources insofar as political objectives and limitations imposed by higher headquarters permit.

(2) In the conduct of tactical operations, command and staff action time is reduced to a minimum.

b. Doctrine on operations is contained in FM 100-5.

3.8. Major Areas of Responsibility

a. Organization.

(1) Compilation and maintenance of the troop list, including continual review and revision to insure the number and type of units assigned are those which can best accomplish and support the mission.

(2) Recommending the organization and equipping of units, including numbers and types of units to be organized and priority for phase in or replacement of personnel and equipment in those units.

(3) Requesting assignment or attachment of tactical and tactical support, and administrative support units or teams, including unit replacements, and in accordance with priorities established by the commander, and in coordination with appropriate staff officers, allocating these units or teams to the requirements of the command.

(4) Reception of units or teams including such orientation, training, and reorganization as may be required.

(5) Mobilization and demobilization of units which includes the activation and deactivation of units within the active Army.

b. Training.

(1) Preparation and execution of training programs, directives, orders and the planning and conduct of field exercises.

(2) Determination of requirements for procurement and distribution of training aids and facilities.

(3) Determination of requirements for allocation of training ammunition.

(4) Planning and conducting training inspections and tests.

(5) Organization and conduct of schools.

(6) Compilation of training records and reports.

c. Operations.

(1) Preparation of the operation estimate.

(2) Preparation and publication of operation plans and orders, and supervision and coordination of the execution of tactical and tactical support operations.

(3) Integration of fire and maneuver.

(4) Recommendation for allocation of nuclear, chemical, and biological weapons to subordinate units.

(5) Recommendation for the prescribed nuclear load for assigned and attached units.

(6) Recommendation for priorities of personnel allocations, supplies, and equipment for tactical and tactical support units.

(7) Recommendation for the basic load for tactical and tactical support units.

(8) Review of plans for the following operations; fire support, air defense, barrier, de-

(2) Supervises all recreational activities to include entertainment programs, library service, service clubs, crafts shops, sport activities, and when directed, establishment and operation of rest, recreation, and leave facilities.

(3) Plans and recommends requirements for, and employment of, special services units and personnel.

(4) Supervises the determination and control of special services items of supply and equipment including quantities to be procured, requisitioned, and stocked; control of issues, and disposition of station excesses.

(5) Assists in preparing policy directives pertaining to the operation of special services activities.

(6) Exercises staff supervision over all recreational motion picture operations and the distribution of entertainment motion picture films.

(7) Prepares and supervises training programs of special services units under his operational control.

(8) Makes technical inspections of special services supplies and equipment to include organizational maintenance of such supplies and equipment.

(9) Coordinates the activities of civilian communities and/or agencies assisting in the Army recreation program.

3.27. Air Defense Officer

The air defense officer—

a. Advises on the use of air defense means.

b. Studies and evaluates enemy air defense capabilities, and advise Army aviation and other service agencies on measures to counter or evade.

c. Insures coordination of Army air defense operations with theater joint air defense command, air defense elements of other Services, and Allies in the area of operations.

d. Determines requirements for air defense units and recommends their allocation to subordinate Army units.

e. Recommends the allocation of nuclear weapons for air defense missions and, after coordination with G4, recommends the prescribed nuclear load for air defense units.

f. Prepares the air defense plan.

g. Prepares the air defense SOP.

h. Prepares and exercises staff supervision of training programs for air defense units of the command, and furnishes technical advice on air defense training.

i. Plans and coordinates the use of the air space with aviation and other staff members as appropriate.

3.28. Armor Officer

The armor officer—

a. Advises on the use of armor.

b. Determines requirements for the various types of armor units and equipment, and recommends their allocation to subordinate units.

c. Assists in preparing plans and orders for the use of armor and for antitank defense.

d. Inspects armor units as directed.

e. In coordination with the intelligence officer, collects armor information; studies and evaluates enemy armor materiel, tactics, techniques, and capabilities; and disseminates armor intelligence, including technical intelligence information, through appropriate intelligence agencies and recommends changes in tactics and techniques that may result from study of enemy armor equipment or tactics.

f. Maintains a tank trafficability map of the area of operations.

g. Assists in preparing and supervising the training programs for armor units.

h. Advises and assists technical service officers on problems peculiar to the equipment and employment of armor.

3.29 Artillery Officer

(The responsibilities as listed herein are those of an artillery officer of a corps or higher headquarters staff. The artillery officer on a division headquarters staff has these same responsibilities applied to *all fire support*.)

The artillery officer—

a. Advises on matters pertaining to surface-to-surface fire support, and on deception operations by artillery.

b. Studies and evaluates enemy artillery capabilities.

c. Determines requirements for all types of surface-to-surface artillery units and recommends their allocation to subordinate units.

d. Provides information on the status of artillery ammunition on hand; recommends the artillery ammunition required supply rate;

provides an estimate of the adequacy of the artillery ammunition available supply rate; recommends the allocation of the artillery ammunition available supply rate to subordinate commands.

e. Recommends the allocation of nuclear weapons for surface-to-surface missions and the prescribed nuclear load for artillery units, subordinate units, supply points, and depots, as appropriate.

f. Assists in the preparation of operation plans and orders to include preparation of the artillery fire plan.

g. Prepares and supervises training programs of the artillery units of the command, and exercises technical supervision over artillery training throughout the command.

h. Coordinates artillery survey within the command and with higher and adjacent commands.

i. Provides for target analysis and damage assessment of nuclear fires employed by own forces.

3.30. Army Security Agency (ASA) Officer

The ASA officer—

a. Advises on communications and electronic intelligence, communications and electronic security, and those electronic warfare activities which are the responsibility of USASA.

b. Determines requirements for the various types of USASA units and recommends their allocation to subordinate units.

c. Assists in the preparation of operation plans and orders to include the preparation of the communication-electronic countermeasures appendix and imitative communication deception appendix for inclusion in the electronic warfare annex.

d. Inspects USASA units as directed.

e. Advises and assists technical service officers on problems peculiar to the equipment, disposition, and employment of USASA units.

f. Advises and assists appropriate staff officers on matters pertaining to communications and electronic security and communications cover and deception.

3.31. Aviation Officer

The aviation officer—

a. Advises on Army aviation matters and exercises staff supervision over technical and

flight aspects of administration, training, safety and operations of Army aviation units.

b. Maintains liaison with aviation staffs of higher and lower headquarters and with adjacent and supporting units.

c. Prepares and supervises the Army aviation portion of the training program and exercises staff supervision of Army aviation training in the command.

d. Plans and supervises the following Army aviation operations:

(1) Employment of Army aviation in tactical operations.

(2) Establishment and operation of the Army air traffic control system.

e. Assists the staff in preparing Army aviation portions of estimates, plans, orders, and reports and is responsible for the aviation portion of the air movement plan for airmobile operations.

3.32. Chaplain

The chaplain—

a. Advises on religion, morality, morale as affected by religion, and the use of chaplains in the command, and furnishes information, estimates, recommendations, and plans within these fields.

b. Coordinates religious ministrations of the command.

c. Assists in integrating the principles of good citizenship and moral behavior into the command. Assists the operations officer in the implementation of character guidance instruction in the training program.

d. Supervises and coordinates personnel and training matters pertaining to chaplains, including character guidance instruction and training conferences.

e. Establishes and maintains necessary liaison with various churches, civilian and religious organizations, and other organizations that assist in promoting religion and morality in the Army, and coordinates their religious activities within the command.

f. Establishes and maintains liaison with the chaplains of higher, adjacent, and subordinate headquarters and with chaplains of other services and forces of allied nations, when appropriate.

g. Coordinates religious ministrations to

prisoners in confinement or arrest, prisoners of war, and civilian internees.

3.33. Chemical Officer

The chemical officer—

a. Provides advice on Chemical Corps matters including the planning and coordination of the use of chemical, biological, and radiological agents, weapons and munitions by the various arms.

b. Supervises the determination of requirements for, and the requisitioning, procurement, distribution, storage, and documentation of, Chemical Corps supplies, munitions, and equipment.

c. Plans and recommends requirements for, and employment of, chemical troops.

d. Prepares and supervises training programs of chemical units under his operational control, and exercises technical supervision over chemical training throughout the command.

e. At division level, supervises the Chemical, Biological, and Radiological Center (CBRC).

f. Plans and supervises the following chemical, biological, and radiological operations:

(1) Monitoring and decontamination of contaminated areas.

(2) Use of chemical (toxic, smoke, flame, and incendiaries) and biological agents in tactical operations.

(3) Chemical and radiological surveys.

(4) Operation of maintenance and repair facilities and clothing impregnating plants; and field-filling of Chemical Corps munitions.

(5) Technical inspection of Chemical Corps equipment and supplies, to include the organizational maintenance of such equipment and supplies.

(6) Recovery, evacuation, maintenance, and reclamation of Chemical Corps materiel beyond the capabilities of using units.

(7) Examination and processing of captured chemical, biological, and radiological materiel.

(8) Technical intelligence pertaining to chemical, biological, and radiological warfare.

(9) The equipment status reporting system within his area of responsibility.

g. Advises on chemical, biological, and radiological defense.

h. Assists in planning chemical participation in barrier and denial operations.

i. Exercises technical supervision of chemical, biological, and radiological operations to include—

(1) Prediction of fallout.

(2) Prediction of casualty-producing effectiveness and degree of hazard of CBR agents.

(3) Planning and coordination of CBR surveys.

(4) Maintenance of CBR situation map.

(5) Dissemination of CBR contamination charts as required.

3.34. Dental Surgeon

The dental surgeon—

a. Advises on the dental service of the command.

b. Advises on the dental health of the command.

c. Plans and supervises operation of the dental service in subordinate units.

d. Determines the needs for dental supplies and equipment.

e. Prepares reports on the dental activities of the command.

3.35. Engineer

The engineer—

a. Advises on engineer matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of engineer equipment and supplies.

c. Makes plans and recommendations pertaining to requirements for, and employment of, engineer troops.

d. Prepares and supervises training programs for the engineer units under his command or operational control.

e. Exercises technical supervision over engineer activities throughout the command.

f. Plans and supervises engineer operations pertaining to—

(1) Construction, maintenance, and repair of roads, trails, highways, bridges, and inland waterways, as well as construction and major repair of railways, cableways, and tramways.

(2) Construction and major repair of military pipeline systems.

(3) Construction, maintenance, rehabilitation, and repair of camps, cantonments, ware-

houses, hospitals, and structures of every character (except signal communication), airfields, harbors, permanent fortifications, and all means of river crossing including tactical, fixed, and floating bridges, boats, rafts, and assault bridging.

(4) Barrier and denial operations to include advising the operations officer concerning implementation; supervising the technical aspects of employment; preparing of plans and orders; and as appropriate, assisting in the location and construction of obstacles requiring special skill and equipment (including atomic demolition munitions).

(5) Amphibious operations to provide tactical and tactical support in offensive and defensive actions on the beach or in shore areas to include assistance in lifting tactical units in landings on hostile shores, and shore party support.

(6) Construction, maintenance, repair, and operation of utilities, including water supply systems, fixed bathing installations, and portable and fixed electric power plants including nuclear power plants.

(7) Fire protection at camps, depots, ports, hospitals, and airfields.

(8) Acquisition, administration, and disposition of real estate.

(9) Procurement, reproduction, and distribution of maps and map substitutes.

(10) Camouflage and deception measures to include preparation of instructions on camouflage and deception and the use of camouflage and deception materials.

(11) Engineer reconnaissance, field surveys, mapping projects, preparation of terrain studies, natural resources and environmental studies, and providing ground control support for artillery.

(12) Demolitions, including atomic demolition munitions (ADM).

(13) Generation of certain gases such as acetylene and liquid oxygen for missiles.

(14) Classification of roads and bridges as indicated by their physical condition; preparation and posting of permanent signs for route marking and traffic control on temporary and permanent routes; issue of materials to military police units for preparation and posting of temporary signs on temporary and permanent routes.

(15) Insect and rodent control and fumigation of buildings.

(16) Operation of engineer maintenance facilities to include on-site maintenance at fixed air defense installations.

(17) Technical inspection of engineer equipment and supplies to include organizational maintenance.

(18) Recovery, evacuation, maintenance, and reclamation of engineer material beyond the capabilities of using units.

(19) Examination, exploitation, and processing of captured engineer supplies.

(20) Engineer technical intelligence.

(21) The equipment status reporting system within his area of responsibility.

3.36. Finance and Accounting Officer (Finance Officer in Tactical Commands)

a. The finance and accounting officer—

(1) Recommends procurement and employment of finance personnel.

(2) Furnishes financial data and advice, and assists in preparing estimates, recommendations, plans, and reports relating to finance matters.

(3) Performs financial accounting functions as prescribed, including fiscal, cost, and finance property accounting and including the certification of availability of funds.

(4) Prepares and certifies civilian payroll, travel, commercial, and other vouchers or claims.

(5) Disburses money determined to be due, making cash and check payments, and issues U.S. savings bonds.

(6) Receives and deposits government funds.

(7) Advises on nonappropriated fund accounting and financial matters.

(8) Prepares, analyzes, and presents financial data for management purposes.

(9) Administers and executes collection policies and procedures in coordination with other staff officers.

b. The functions in a above, except cost and financial property accounting, are performed by finance officers in division and higher tactical organizations.

c. The finance and accounting officer at major

administrative command levels is also responsible for—

- (1) Processing reports of survey.
- (2) Savings and life insurance programs.
- (3) Establishing and maintaining banking facilities.
- (4) Providing currency of types necessary for operation.

(5) Consolidating, analyzing, and presenting to the commander summary financial data furnished by subordinate units, and forwarding consolidated reports of such data.

(6) Accounting required by the command headquarters including operating agency fiscal accounting and, as required, fiscal station accounting in support of the headquarters.

d. When not functioning as a finance and accounting officer, the finance officer performs all of the activities listed in *a* and *c* above associated with the receipt and disbursement of public funds and in addition, functions as directed by the commander.

e. Finance officers at army group and corps headquarters have limited administrative duties. They act as advisers. The responsibilities of the finance officer of an independent corps are identical to those of a field army finance officer.

3.37. Headquarters Commandant

The headquarters commandant—

a. Exercises operational control over headquarters troops not assigned or attached to subordinate commands.

b. Is responsible for—

- (1) Local security of the headquarters.
- (2) Arrangement and movement of the headquarters.

(3) Supervision of training and morale activities of headquarters personnel and casuals.

(4) Supervision of headquarters mess and supply.

(5) Messing and quartering of personnel of the headquarters and casuals.

(6) Reception and accommodation of visitors to the headquarters.

(7) Supervision of motor transportation organic to, or allocated for, use by the headquarters.

(8) Provision of protective areas for casuals and personnel of the headquarters.

3.38. Historian

The historian—

a. Advises on historical activities of the command and assists in planning historical coverage.

b. Assembles material necessary to write a comprehensive and accurate history of the unit and to support the prescribed Department of the Army historical program.

c. Prepares special studies based on assembled material.

d. Supervises the collection, preservation, and disposition of historical records and properties.

3.39. Information Officer

The information officer—

a. Advises the commander and staff on all aspects of troop information, public information, and command relations with the public. He may serve as a member of the personal staff group.

b. Coordinates and supervises all public information functions within the command and all troop information to include: information planning; dissemination of troop information; publication of Army newspapers and other information media; and operation of troop information broadcast stations and networks in overseas commands.

c. Disseminates information pertaining to the command to appropriate information media in accordance with established command and security policies.

d. Plans positive and continuing public relations programs to gain and maintain public understanding, good will, and support.

e. Maintains liaison with, receives, escorts, and controls certain activities of, civilian and military information media representatives, and assists them in obtaining and clearing material relating to the command.

f. Observes and analyzes trends in public opinion.

g. Insures that material for public release has been reviewed for security clearance under established policies.

h. Prepares the public information and troop information portions of standing operating procedures and of operation plans and orders.

i. Makes recommendations for the training and using of personnel assigned to information duties.

3.40. Inspector General

The inspector general—

a. Inquires into and reports upon matters which pertain to the performance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and Army Regulations.

b. Consults all staff sections, prior to making inspections, to obtain special items for attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.

d. Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander concerning the releasability of information from Inspector General reports of inspection or investigation.

g. Is under the immediate direction and control of the commander of a command, installation, or activity on whose staff he serves.

3.41. Liaison Officer

The liaison officer's primary duty is to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact between two or more headquarters or agencies. A discussion of liaison activities is contained in chapter 9, section IV.

3.42. Ordnance Officer

The ordnance officer—

a. Advises on ordnance matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, ordnance equipment, supplies, and ammunition, including missiles and nuclear weapons.

c. Makes plans and recommendations pertaining to requirements for, and employment of, ordnance troops.

d. Prepares and supervises training programs of ordnance units under his command or operational control, and exercises technical supervision over ordnance activities throughout the command.

e. Advises on all aspects of ordnance materiel and service, including the characteristics, capabilities, limitations, and standards of serviceability of materiel, approved methods of operation, preventive maintenance, and the supply situation.

f. Plans and supervises the following ordnance operations:

(1) Recovery, evacuation, and maintenance of ordnance material beyond the capabilities of the using units.

(2) Instruction of using personnel in organizational supply and maintenance of ordnance equipment and supplies.

(3) Technical inspection of ordnance supplies, equipment, and munitions including missiles and nuclear weapons, and including organizational maintenance of such supplies, equipment, and munitions.

(4) Collection and reclamation of captured or abandoned ordnance supplies, equipment, and ammunition.

(5) Operation of the Army explosive ordnance disposal service, and ballistic and technical service.

(6) Technical intelligence.

(7) The equipment status reporting system within his area of responsibility.

3.43. Provost Marshal

The provost marshal—

a. Advises on the maintenance of order and discipline and the enforcement of laws, orders, and regulations.

b. Plans and recommends requirements for, and supervises the employment of, military police troops.

c. Prepares and supervises training programs of military police units under his operational control and for military prisoners and prisoners of war, and exercises overall technical supervision of military police training within the command.

d. Exercises technical supervision over, and

other Services. The G3 element receives recommendations for assignment of additional combat support resources from all TOC elements and from elements of the command not represented in the TOC. These recommendations are evaluated and submitted to the commander. On receipt of additional resources, TOC elements recommend employment; and the G3 element coordinates and integrates the resources into the operation.

i. Disseminates orders and information and monitors execution to insure compliance with the commander's concept and decisions. The G3 element disseminates orders and instructions directly to combat units and combat support units. In addition, the G3 element disseminates information concerning the operation and the command that is considered valuable to commanders in understanding and executing assigned missions.

j. Supervises and coordinates activity within the TOC. While the chief of staff is responsible for coordinating the operation of the TOC with the staff operations of the remainder of the general and special staff, the G3 is charged with general staff responsibility for supervision and coordination of TOC operations. This function includes responsibility for insuring that all TOC actions are within the policies of the commander, integrating all actions with the current operation, obtaining approval for all actions that exceed SOP or command policy, and resolving conflicts within the TOC. In the absence of the G3, the chief of the G3 element is delegated the responsibility to perform this function.

k. Recommends the employment of nuclear weapons. The G3 element evaluates the FSE's recommendations for employment of nuclear weapons, including the engineer's recommendation for the employment of atomic demolition munitions (ADM). It coordinates with the G2 element to determine the suitability and importance of the target and to establish a priority for attack, and with the G4 to determine the need for and feasibility of distribution or redistribution of weapons to support recommendations. Recommendations for employment are then made to the commander. The FSE will be advised of the commander's decision.

l. Disseminates nuclear strike warnings. The G3 element is responsible for dissemination of nuclear strike warnings within the command. A strike warning is prepared by the FSE for all friendly nuclear strikes against surface targets.

m. Recommends actions required as a result of enemy employment of nuclear, biological, and chemical (NBC) weapons in the command area. On receipt of report of NBC weapon employment in the command area and initial data concerning the strike, the G3 element estimates the effect on current operations. Each TOC element estimates effect in its area of interest and recommends to the G3 element action to take. The G3 element takes actions authorized and recommends other actions to the commander. On receipt of the commander's decision, the G3 element issues implementing instructions to appropriate combat and combat support units. Necessary movement or relocation of combat service support units is coordinated with the G4.

n. Coordinates requirements for movement of combat and combat support units. Movements of combat and combat support units in the command area are coordinated with the G4. He supports movements in accordance with priorities recommended by the G3 element.

L-16. G2 Element

The primary function of the G2 element is the coordination of all intelligence activities pertaining to the current situation, preparation of portions of the current intelligence estimate, and dissemination of intelligence through use of spot reports. The G2 element uses information provided by the G2 staff section and other TOC elements and insures the dissemination of this information to the other elements of the TOC. Examples of information received are the analysis of the area of operations and enemy order of battle information. The G2 element—

a. Maintains information on status and capabilities of selected information collection agencies. The G2 element maintains information on the location, status of capabilities, and commitment of intelligence agencies that report directly to the G2 or through the EWE. This information provides the basis for de-

termining available capability at any time and for establishment of priorities.

b. Surveillance and target acquisition. Information on the allocation of air reconnaissance and surveillance means is maintained by the G2 element. The number of sorties available from the allocation, capabilities of allocated means, and reaction times are maintained to provide a basis for assignment of missions and priorities.

c. Maintains information on enemy capabilities, vulnerabilities, and probable courses of action. Information on enemy capabilities and vulnerabilities are required by the G2 element in determining intelligence requirements and priorities. The determination of the probable courses of action of the enemy is a part of the G2 element's estimate of the situation and is based on an analysis of the enemy's capabilities, vulnerabilities, and other related information. The complete intelligence estimate is normally prepared by the G2 staff section outside the TOC. The G2 element, however, develops and maintains a continuous estimate based on the current situation. The estimate is presented to the commander as required or when significant changes in the estimate occur.

d. Maintains the enemy portion of the situation map. The enemy portion of the situation map is a graphic record of the current dispositions and major activities of the enemy. Separate overlays may be used to display different categories of information: This activity complements maintenance of the friendly portion of the situation map, which is performed by the G3 element.

e. Provides information on location and activities of reconnaissance elements. The G2 element coordinates with the G3 element on the use of reconnaissance forces to insure that the collection effort is complete. Adjacent and supporting units are informed of reconnaissance operations to insure proper coordination. The G2 element consults with the entire TOC and other staff sections, as required, to insure coordination of reconnaissance operations with other activities.

f. Maintains the commander's essential elements of information (EEI). As coordinator of command information collection activities,

the G2 element must maintain the current EEI and record progress of efforts to satisfy these requirements. The G2 element evaluates intelligence requirements of other TOC elements and recommends additions or deletions to the EEI or other intelligence requirements as appropriate.

g. Maintains status of combat surveillance operations. The G2 element, in close coordination with the G3 element, controls combat surveillance coverage to guard against gaps or other deficiencies of the integrated surveillance effort. The objective is to insure that the entire battlefield is surveyed periodically, with particular emphasis on the enemy's most likely avenues of approach. The G2 element is responsible for coordination of the systematic surveillance of the force's area of operation. Priorities are developed by the G2 element in conjunction with the G3 element to insure coordination with current operational requirements.

h. Integrates current collection efforts with collection activities of other commands. The G2 element coordinates with higher, adjacent, and supporting elements and with other Services those portions of the force collection plan where mutual assistance is possible. The G2 element also effects maximum exchange of information with the collection efforts of other commands.

i. Consolidates and coordinates requests for tactical air reconnaissance. All preplanned requests of the command for tactical air reconnaissance are directed to the G2 element, which consolidates, coordinates, and forwards as necessary the requests for action. The G2 element determines requirements that can be satisfied by Army aviation, determines the availability of necessary means, and issues instructions for mission accomplishment. Other requirements are consolidated and forwarded to the direct air support center (DASC) for action. If tactical air reconnaissance allocations are inadequate for the accomplishment of missions, additional allocations are requested or priorities are established. The requester is advised of action taken on requests.

j. Prepares intelligence portions of fragmentary orders and summaries, as required, to support current operations. The G2 element

prepares the intelligence portions of fragmentary orders, intelligence collection orders, and intelligence summaries pertaining to current operations. Information or intelligence of immediate value is disseminated directly to interested TOC elements and affected units of command.

k. Supervises and coordinates counterintelligence activities as they influence current tactical operations. When changes in current operations dictate changes in counterintelligence measures, the G2 element prepares appropriate recommendations, coordinates with the G3 element, insures capability with tactical cover and deception plans, and supervises the preparation of implementing instructions and the execution of instructions. Active counterintelligence measures often have an impact on tactical operations and, consequently, require more coordination than passive measures. The G2 element is responsible for recommending counterintelligence measures and effecting necessary coordination with other TOC elements and with units that might be affected.

l. Recommends to the G3 element the employment of reconnaissance resources. G2 element requirements for employment of subordinate units of the command (other than intelligence units) for intelligence collection missions are coordinated with the G3 element. This coordination is required to accomplish the collection plan and to prevent interference with missions of combat units.

m. Coordinates the intelligence collection plan with the G3 element. The G2 element assigns, cancels, or adjusts requirements for collection of information in accordance with changes in the operation. When the EEI are satisfied, the collection plan is changed, as required, and implementing instructions are prepared. Changes in instructions to intelligence agencies are issued directly, and instructions to subordinate units of the command are coordinated with the G3 element.

n. Evaluates and validates incoming information and makes appropriate dissemination. Information received by the G2 element is validated through the normal intelligence production procedures and is disseminated according to SOP. Exceptions are made to this procedure when information is vital to a specific op-

eration or when information on fleeting vulnerable targets is reported.

o. Maintains weather data for periods specified by SOP or current requirements. Reports of current weather and weather forecasts are used in connection with current combat operations, operations of aircraft, employment of nuclear weapons, and employment of chemical and biological (CB) agents and other activities. Weather forecasts are provided to the G2 element by the Air Weather Service. The G2 element maintains these forecasts for use by TOC elements and makes dissemination as required by SOP or the current situation.

p. Estimates the effect of nuclear attacks, including predicted fallout, on enemy capabilities. FSE predictions of the effects of friendly nuclear attacks, including fallout, are received by the G2 element for estimation of effect on enemy capabilities. This estimate is disseminated within the TOC for planning purposes. If time and resources permit, a tactical damage evaluation to verify predictions is accomplished prior to taking actions based on predictions. Fallout predictions are revised, as required, based on radiological monitoring reports and changes in meteorological data occurring after the initial prediction.

L-17. Fire Support Element

The primary function of the FSE is to provide command coordination of supporting fires on surface targets, as required, to support most effectively the plan of operation. Under the supervision of the assistant fire support coordinator (FSCORD), the FSE provides a central facility through which matters pertaining to fire support requiring command coordination are processed. Field artillery personnel and equipment for the FSE are authorized in the appropriate field artillery tables of organization and equipment (TOE) at division and corps and within the artillery section of the army headquarters company TOE. The FSE—

a. Maintains current status and capabilities of fire support resources. The FSE insures that the commander's guidance, relating to fire support, is executed and the plan of operation is effectively and economically supported. Execution of this activity requires the FSE to maintain current status and capabilities of all fire

support resources available to the command for attack of surface targets.

b. Maintains the fire support situation map. Maintenance of a fire support situation map depicting locations of fire support resources and the tactical situation enables the FSE to assess the situation rapidly and to determine fire support units or resources capable of delivering fire on designated surface targets.

c. Coordinates fires on surface targets. The FSE coordinates all fires on surface targets delivered by resources under the control of or in support of the command. The FSE—

(1) Prepares the fire support portion of the operation order to include the fire support annex. The FSE insures that all fires on surface targets are integrated by reviewing the component fire plans (e.g., artillery, air, naval gunfire, NBC).

(2) Coordinates with ACE on field artillery requirements for airspace and allocation of air defense and Army aviation fires on surface targets, and with the G3 element for coordination with the barrier plan and use of ADM.

(3) Receives requests from subordinate units for fire support, evaluates the request in light of other fire support requirements, makes decisions within delegated authority to furnish requested fire support, substitutes other types of support for that requested, or disapproves the request.

(4) Designates attack by fire support means as required.

d. Recommends current fire support coordination measures. To coordinate surface fires, to process requests for surface fires, and to assign fire missions when required, the FSE remains abreast of the situation and current fire support coordination measures to include boundaries, fire coordination line, fire support coordination line, and no fire line as appropriate. He also maintains status of the free fire areas, the no fire area, the fire coordination area, and restrictive fire plans when applicable.

e. Recommends targets to be attacked with nuclear weapons. Based on target intelligence from the G2 element and organic artillery resources, the FSE evaluates surface targets to determine those suitable for nuclear attack.

Targets considered suitable are analyzed to determine tentative method of delivery, desired ground zero, yield/height of burst, expected results, and prediction of fallout. The result of the analysis is submitted as a recommendation to the G3 element. When a target is attacked, the FSE coordinates the necessary reconnaissance to ascertain actual damage resulting from the strike and informs other TOC elements as to the results. Target analysis and damage assessment are made on a continuing basis regardless of the level of intensity in the use of nuclear weapons.

f. Recommends employment of CB agents. In accordance with established policies and directives, the FSE recommends the employment of CB agents. Targets are analyzed by the chemical officer to determine their vulnerability to CB agents. The analysis is submitted to the G3 element and includes recommendation as to the types of agents, amount, form of agents, time of attack, and delivery means to employ.

g. Recommends allocation and reallocation of fire support resources. Based on the commander's concept of the operation and missions assigned to subordinate commands, the FSE recommends allocation of available fire support resources for the attack of surface targets. As changes in the situation occur, the element reexamines all considerations and recommends reallocation as deemed necessary.

L-18. Tactical Air Support Element

The primary functions of the TASE are supervision and coordination of tactical air support operations. The TASE—

a. Supervises and coordinates requirements for air reconnaissance and offensive air support. The TASE receives, processes, and coordinates requests for air reconnaissance and offensive air support; approves or disapproves the requests; notifies the requester of action taken; and forwards approved requests to the appropriate agency. The G3 air prepares the air fire plan in coordination with the ACE and FSE. The G2 air prepares the air reconnaissance plan in coordination with the ACE.

b. Coordinates air reconnaissance and offensive air support requests with the ACE. The G2 air notifies the ACE of all preplanned and

immediate reconnaissance and surveillance requests and missions. The G3 air notifies the ACE of all preplanned and immediate reconnaissance and surveillance requests and missions. The G3 air notifies the ACE of all preplanned and immediate offensive air support requests and missions. The ACE takes necessary action to coordinate the use of airspace and notifies the G2 air/G3 air of restrictions.

c. Establishes priorities for use of air reconnaissance and offensive air support. The TASE evaluates immediate requests and accomplishes them with allocated resources or takes the action outlined in *d* below. The TASE evaluates preplanned requests, prepares a priority list, and forwards this list to the appropriate agency.

d. Requests additional air reconnaissance and/or offensive air support over and above that allocated. For requests that cannot be fulfilled within the means allocated, the TASE obtains additional means or integrates the request with another mission. If the request cannot be fulfilled in this manner, then it is accomplished instead of a lower priority preplanned mission. The TASE notifies the requester of final action taken on the request.

e. Coordinates with other Services as necessary on air reconnaissance and offensive air support matters. The TASE maintains liaison with and coordinates tactical air support matters with other Services. This includes dissemination of information requested or other information believed to be of value to the other Services and obtaining or requesting information available to other Services from other than tactical air support resources.

L-19. Airspace Control Element

The primary function of the ACE is coordination of the use of airspace over the command area. The element serves as a source of information for current status of air defense and Army aviation capabilities. The ACE—

a. Coordinates the use of airspace. In compliance with higher headquarters' directives and the commander's concept for use of airspace by organic forces, the ACE, in conjunction with the FSE, determines how airspace requirements can best be met and issues necessary instructions or submits recommenda-

tions to the G3 element. The ACE prepares the airspace utilization annex when a staff element outside the TOC has not prepared it.

b. Provides information on aviation status and recommends the allocation and reallocation of Army aviation resources. The ACE provides information to the TOC on the status of aviation resources controlled by the command. Based on the command mission, the requests of subordinate commanders, and the mission assigned to subordinate commands, the chief of the ACE recommends those aviation means to be allocated to the subordinate commands and the command relationships between the aviation and the subordinate commands. As changes in the situation occur, the element reexamines all considerations and recommends the necessary reallocation of resources. The chief of the ACE further recommends to the G3, based on the requirements of the G1 and G4 representatives and the aviation support available, the amount and type of aviation means to be allocated for administrative and combat service support. He may recommend that these requirements be based on a mission basis rather than on allocation.

c. Coordinates Army AD operations. The ACE coordinates the AD operations with other combat and combat support operations, makes continuous estimate of the AD situation, and recommends allocation and employment of AD means. The ACE provides information on the AD situation, including AD coverage, to other TOC elements; and disseminates rules for engagement, minimum normal burst altitude, critical ammunition shortages, and capability for attack of surface targets. When AD nuclear weapons are used, the ACE notifies the other elements and obtains and disseminates poststrike data, including time, location, and height of burst. Periodic and spot reports from AD units allow the ACE to remain generally abreast of the AD situation. When specific details are required, the ACE requests the necessary information from the appropriate AD unit headquarters.

d. Coordinates Army air traffic. The ACE determines prohibited or restricted AD areas or other restrictions possibly imposed on air traffic by the commander, higher headquarters, or theater AD commander or through

agreement with other Services. Based on these restrictions, the ACE disseminates aviation control guidance (e.g., corridors, altitudes, areas in which all flights must be cleared), provides information for the preparation of the air traffic regulation plan to be included in the airspace utilization annex, and coordinates the plan. On approval by the G3 element, the ACE disseminates the plan to the TOC, the DASC, and the Army aviation and AD units as required. Through liaison with other TOC elements, the ACE determines those combat and combat support activities that will influence air traffic, and it disseminates changes to the air traffic control plan as required.

e. Provides intelligence obtained through AD channels. The ACE receives intelligence information through its link with the Army air defense command post (AADCP) and Air Force command and control facilities. This information is furnished to the TOC G2 element and other elements as required.

L-20. Electronic Warfare Element

The EWE will coordinate, furnish advice on the capabilities and limitations of electronic warfare (EW), evaluate the supported command's intelligence requirements in terms of United States Army Security Agency (USASA) mission capabilities, and serve as the point of entry into the TOC for coordination of passive and active USASA information. Details of EWE are contained in FM 32-20. The EWE—

a. Provides the current status of USASA units and operations and advises on capabilities and limitations. The EWE receives information and advises other TOC elements of detailed data on assigned, attached, or supported USASA units. This information will include disposition of units, current missions, and capabilities. Information on units or elements involved in cryptologic as well as electronic operations will be included. The EWE will provide information on USASA units operating in areas other than those for which it has responsibility, as well as providing information to and from counterpart organizations of other Services. Information pertaining to status and operations of assigned or attached

USASA units will be passed to other USASA commands through USASA channels as required.

b. Maintains a continuous estimate of the EW and cryptologic situation. The EWE will maintain constant surveillance over its activities and will evaluate pertinent information as it influences the current situation. Significant facets of this function include consideration of electronics and radar order of battle. These data are passed to the EWE from the command sources. Significant enemy information that may require prompt response is passed directly to the G2 element through the EWE by the attached USASA units.

c. Recommends the employment of EW and cryptologic resources. The EWE recommends to the G3 element or the G2 element, as applicable, changes in location of USASA units. The EWE also recommends changes or adjustments of missions as required to support the combat commander's concept of operation. The EWE translates EEI and mission assignments into specific instructions for USASA units.

d. Coordinates VT fuze-jamming operations. The EWE coordinates VT fuze-jamming operations with other TOC elements, primarily with the FSE, to reduce conflicts with friendly artillery fires that could be prematurely detonated by these electronic countermeasures. Conflicts are resolved by the G3 element in coordination with the FSE and EWE. Instructions resulting from the commander's decisions or the G3 element's guidance are passed from the EWE to USASA units for implementation. Subordinate unit commanders are simultaneously apprised of the situation because of the real-time response requirement generated by jamming operations. Conflicts with individual fire support units are resolved, if necessary, by the TOC. TOC elements assist the EWE in identifying vital areas that require VT fuze-jamming support. Areas where jamming operations are to be conducted are identified in the TOC. This activity is of greater importance at division than at corps or field army.

e. Coordinates friendly EW and cryptologic operations. The EWE assigns mission to USASA units as required by the supported command. USASA units supporting adjacent commands coordinate with one another; how-

ever, when necessary, conflicting requirements are resolved through command channels. The EWE is responsible for obtaining and coordinating resolution of problems where EW operations conflict with operations of subordinate commands and units. The EWE coordinates and implements actions required by establishment of guarded, protected, or forbidden frequencies.

f. Prepares the EW portion of operation orders. The EWE provides input to operation orders as required by the TOC G3 element and by USASA staff agencies. The primary objective of this activity is to coordinate EW with the supported command's operations and to define EW tasks to be performed by non-USASA units.

g. Interprets and advises on signal intelligence (SIGINT) and enemy EW operations. The EWE is responsible for continuous provision of up-to-date information. The EWE interprets these data in relation to the current situation and assists other TOC elements in determining the effect on individual areas or proponenty as required.

L-21. Administration Section

a. The primary function of the administration section is to act as a message-screening agency and an administrative center for the TOC. Included in this mission are the functions of receiving, dispatching, and routing all record communications received at the TOC; recording and filing all record communication received and dispatched by the TOC, to include memorandums for record journal entries of messages received or disseminated directly by TOC elements; and assigning the communication means to be used for dispatch of record communications originated at the TOC, e.g., common user teletype, point-to-point teletype,

motor messenger, air courier. The major tasks of the administration section are—

(1) To determine whether the TOC or some other agency within the headquarters should receive these data, i.e., messages, letters, overlays, plans, reports.

(2) To determine disposition of data received in the TOC.

(3) To initiate followup actions to obtain information that should logically be available. For example, the administration section should maintain a suspense system to insure that periodic reports required by TOC elements are received on time and routed to the appropriate TOC element.

b. To accomplish its mission and functions, the administration section—

(1) Screens incoming communications and routes the information directly to the proper TOC staff element or elements. If necessary, communications are routed to the G3 element or G2 element for determination of action assignment.

(2) Coordinates internal TOC administration and operates an internal TOC distribution center.

L-22. Augmentation

G4, G5, chemical, engineer, signal, or other representation will be established in the TOC when and as required. This requirement is anticipated only in operational situations where one or more of these combat support or combat service support functions assumes more than routine importance to the current tactical mission and where an increase in coordination or supervision is required. The chemical, biological and radiological element (CBRE) is formed by consolidating the CBR functions and personnel described for the G-3 element and the Fire Support Element.

Section VI. MANNING REQUIREMENTS

L-23. General

This section lists the personnel requirements for the type organization shown in Figure L-1, required to maintain sustained TOC operations at command echelons indicated. Person-

nel shown are not necessarily provided in current TOE. The commander may modify or realine this manning structure to meet his particular operational needs.

L-24. Division TOC

a. G3 Element.

First shift:

- 1 MAJ, asst G3
- 1 CPT, asst G3
- 1 NCO, ops SGT
- 2 EM, ops asst
- 1 EM, clerk-typist

Second shift:

- 1 MAJ, asst G3
- 1 CPT, asst G3
- 1 NCO, ops SGT
- 2 EM, ops asst
- 1 EM, clerk-typist

b. G2 Element.

First shift:

- 1 MAJ, asst G3
- 1 CPT, asst G3
- 1 NCO, intel SGT
- 1 EM, intel asst
- 1 EM, clerk-typist

Second shift:

- 1 MAJ, asst G2
- 1 CPT, asst G2
- 1 EM, intel sp
- 1 EM, intel asst
- 1 EM, clerk-typist

c. Fire Support Element.

First shift:

- 1 LTC, asst FSCoord
- 1 CPT, tgt anal
- 1 CPT, arty intel off
- 1 CPT, cml off
- 1 sr NCO, ops SGT
- 1 NCO, FD cmpt
- 1 NCO, NBC SGT
- 1 EM, clerk-typist

Second shift:

- 1 MAJ, asst FSCoord
- 1 CPT, tgt anal
- 1 CPT, cml off
- 1 sr NCO, intel SGT
- 1 NCO, FD cmpt
- 1 NCO, NBC SGT

Attachments: ANGLICO division naval gunfire team (when naval gunfire in support).

d. Tactical Air Support Element.

First shift:

- 1 MAJ, G3 air
- 1 CPT, G2 air
- 1 sr NCO, G2 air intel SGT
- 1 NCO, G3 air ops SGT

Second shift:

- 1 MAJ, G2 air
- 1 CPT, G3 air
- 1 NCO, air intel SGT
- 1 sr NCO, G3 air ops SGT

ANGLICO division TACP (when Navy/Marine air in support).

e. Airspace Control Element.

First shift:

- 1 MAJ, avn off
- 1 MAJ, AD ops off
- 1 sr NCO, ops SGT
- 1 NCO, AD ops SGT
- 1 EM, clerk-typist

Second shift:

- 1 MAJ, avn off
- 1 CPT, AD ops off
- 1 NCO, ops SGT
- 1 NCO, AD ops SGT

f. Electronic Warfare Element.¹

First shift:

- 1 CPT, ops off
- 1 sr NCO, ops SGT
- 1 sr NCO, ops SGT

Second shift:

- 1 CPT, ops off
- 1 LT, ops off
- 1 sr NCO, ops SGT

¹Personnel for this element, as required, from attached USASA unit.

